

Agenda

Corporate and Communities Overview and Scrutiny Panel

Tuesday, 28 March 2023, 10.00 am
County Hall, Worcester

All County Councillors are invited to attend and participate

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Scrutiny on telephone number 01905 844965 or by emailing scrutiny@worcestershire.gov.uk

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
 - You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests** **OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Corporate and Communities Overview and Scrutiny Panel Tuesday, 28 March 2023, 10.00 am, Council Chamber

Membership

Councillors:

Cllr Emma Stokes (Chairman), Cllr James Stanley (Vice Chairman), Cllr Laura Gretton, Cllr Peter Griffiths, Cllr Emma Marshall, Cllr Natalie McVey, Cllr Richard Udall and Cllr Craig Warhurst

Agenda

Item No	Subject	Page No
1	Apologies and Welcome	
2	Declarations of Interest and of any Party Whip	
3	Public Participation <i>Members of the public wishing to take part should notify the Assistant Director for Legal and Governance in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Monday 27 March 2023). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed in this agenda and on the website.</i>	
4	Confirmation of the Minutes of the Previous Meeting Previously circulated	
5	Performance and In-Year Budget Monitoring (Q3 October - December 2022) (Indicative Timing 10:05 – 10:45am)	1 - 28
6	Corporate Procurement Strategy - Service Transformation and Key Performance Indicator Delivery Plan (Indicative Timing 10:45 – 11:10am)	29 - 52
7	Income Generation at the Council's Countryside Sites (Indicative Timing 11:10 – 11:35am)	53 - 56
8	Resident Roadshows (Indicative Timing 11:35 – 12:00pm)	57 - 60

Agenda produced and published by the Assistant Director for Legal and Governance, County Hall, Spetchley Road, Worcester WR5 2NP. To obtain further information or hard copies of this agenda, please contact Deborah Dale 01905 846282, email: scrutiny@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the [Council's Website](#)

Date of Issue: Monday, 20 March 2023

Item No	Subject	Page No
9	Refresh of the Scrutiny Work Programme 2023/24 (Indicative Timing 12:00 – 12:20pm)	61 - 66

NOTES

Webcasting

Members of the Panel are reminded that meetings of the Corporate and Communities Overview and Scrutiny Panel are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 28 MARCH 2023

PERFORMANCE AND 2022/23 IN-YEAR BUDGET MONITORING

Summary

1. The Panel will be updated on performance and financial information for services relating to Commercial and Change, and Community Services.
2. The Cabinet Members with Responsibility for Communities and for Corporate Services and Communication, the Strategic Director for Commercial and Change, the Strategic Director for People, the Assistant Director for Communities and the Head of Finance have been invited to attend the meeting in order to respond to any queries from Panel Members.

Performance Information

3. Attached at Appendix 1 is a performance report for Quarter 3 (October to December 2022). It covers the performance indicators from the Directorate and corporate level and other management information (as appropriate) which relate to services relevant to this Scrutiny Panel's remit.
4. A summary of the performance information is also provided by a Power BI report. The link to the Power BI Summary report can be found here [Our performance | Worcestershire County Council](#)
5. The Scrutiny Panels consider this information on a quarterly basis and then report by exception to the Overview and Scrutiny Performance Board any suggestions for further scrutiny or areas of concern.

Financial Information

6. The Panel also receives in-year budget information. The information provided is for Period 9 and is attached in the form of presentation slides at Appendix 2.

Purpose of the Meeting

7. Following discussion of the information provided, the Scrutiny Panel is asked to determine:
 - any comments to highlight to the Cabinet Members at the meeting and/or to Overview and Scrutiny Performance Board at its meeting on 29 March 2023.
 - whether any further information or scrutiny on a particular topic is required.

Supporting Information

Appendix 1 – Performance Report for Quarter 3 (October to December 2022).
Appendix 2 – Budget Monitoring Information for Period 9 2022/23

Contact Points

Deborah Dale, Member Engagement Officer 01905 846282
Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) the following are the background papers relating to the subject matter of this report:

- Agendas and minutes of the Corporate and Communities Overview and Scrutiny Panel on 13 July and 17 March 2022, 8 November, 24 September and 20 July 2021
- Agendas and minutes of the Overview and Scrutiny Performance Board on 7 December, 20 October, 29 September, 20 July, and 23 March 2022, 17 November, 30 September and 21 July 2021

[All agendas and minutes are available on the Council's website here.](#)

Scrutiny Report Corporate & Communities 2022/2023 Quarter 3

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Registration and Coroner's

Birth registration appointments within 5 working days

RAG: Green

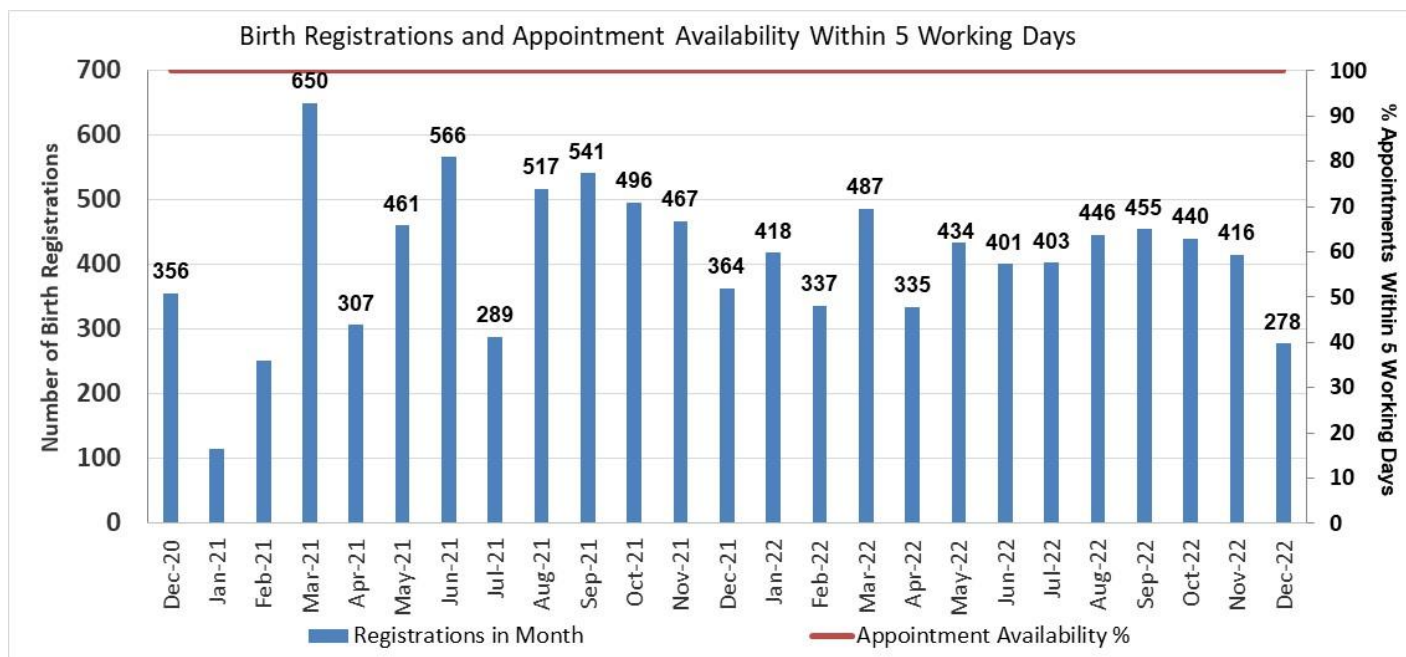
Direction of Travel: No Noticeable Change

Performance Details: Anyone contacting the service from April to December 2022 to register a birth was offered a convenient appointment within 5 working days. Birth registrations in the October-to-December quarter totalled 1,134, down 14.5% compared with the 1,327 registered in the same quarter of 2021.

Current Activity: Although there is currently a need to prioritise death registration appointments, birth-registration appointments are available at all offices, with evening opening (until 6.30) at Bromsgrove, Evesham, and Malvern on one night a week increasing diary capacity, which should help ensure that anyone contacting the service to register a birth can be offered a convenient appointment within 5 working days.

Future Activity: The service will follow all national guidelines in respect of the registration of births. Residents will be kept informed of any changes to those and any alterations to opening times at any of the county's offices via the website, social media, and local media.

Graph: Number of Birth Registrations and Percentage Appointment Availability Within 5 Working Days



Death registration appointments within 2 working days

RAG: Green

Direction of Travel: No noticeable change

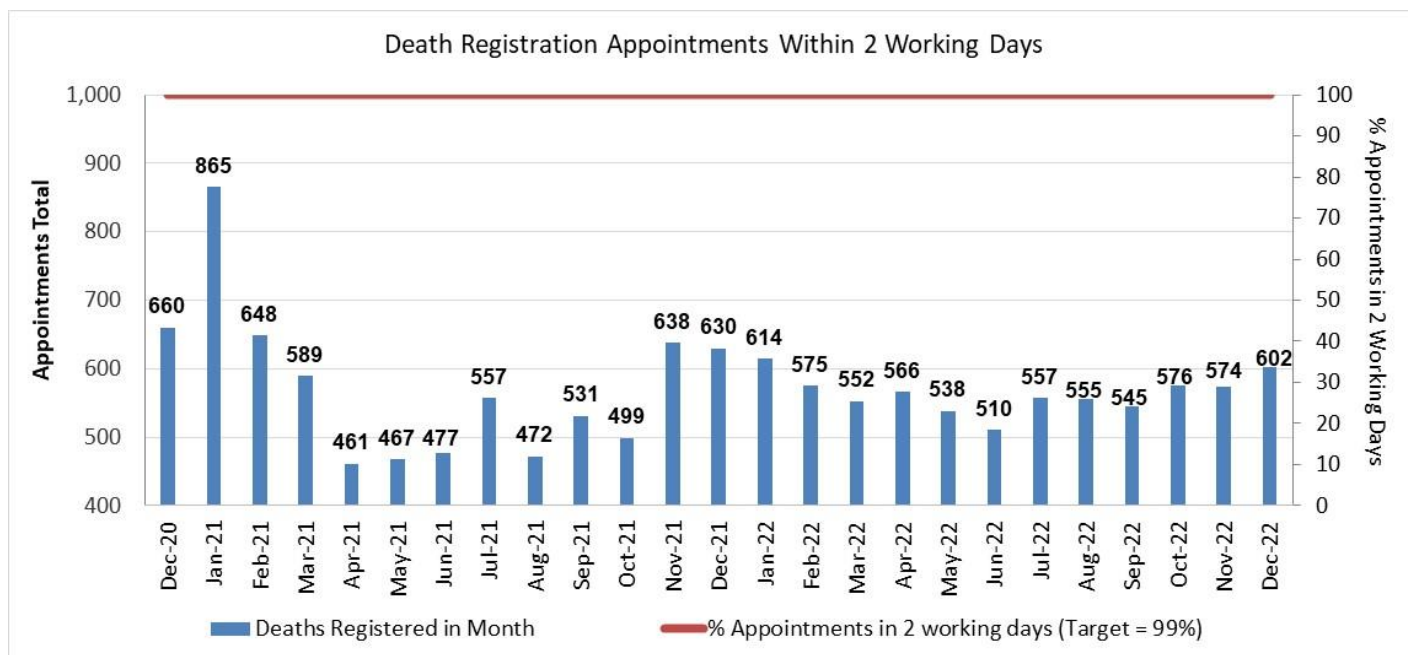
Performance Details: The new non-statutory Medical Examiner (ME) service scrutinises Medical Certificates of Cause of Death ((MCCDs), adding a layer to the registration process. Its introduction in November has, as expected, led to a backlog of deaths to be registered. As a result, between Christmas and New Year priority was given to requests for death-registration appointments, helping to ensure full-availability of appointments was maintained.

Current Activity: Only death-registration appointments were booked in early January to enable the service to deal with the high volume of death registrations. A team is dedicated to contacting GPs about paperwork needed to enable residents to register a death. The team also focusses on making appointments to register deaths.

Future Activity: Current arrangements will be reviewed and altered if required. Changes to the ME service are likely to create future pressure points. MEs will be expanding their scrutiny of MCCDs to those related to community

deaths. It is also intended that all GP surgeries will be on-line with the scheme by the end of January 2023 preparatory to it becoming statutory sometime after the start of April this year.

Graph: Number of Death Registration Appointments and Percentage of Availability of Appointments



Registration of deaths within 5 days

RAG: Red

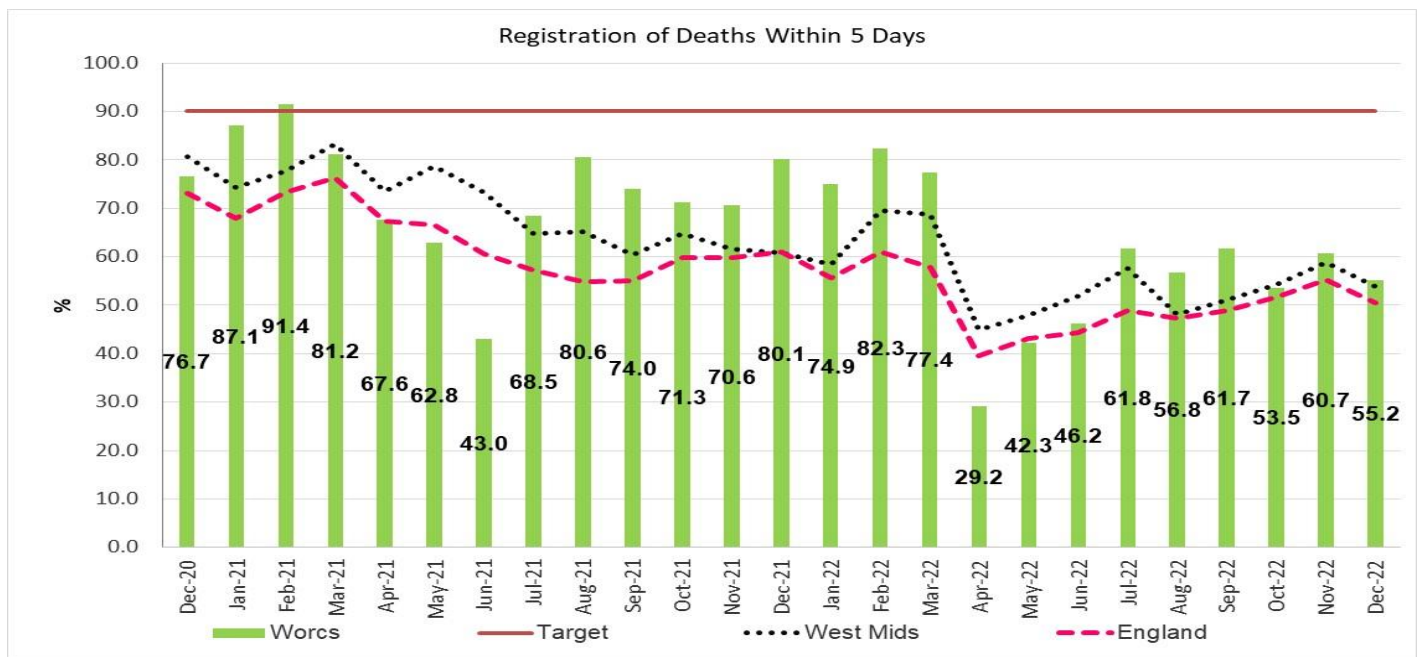
Direction of Travel: Deteriorating

Performance Details: The new non-statutory Medical Examiner (ME) service scrutinises Medical Certificates of Cause of Death ((MCCDs), adding a layer to the registration process. Its introduction in November has, as expected, reduced the percentage of deaths registered within five days. December's percentages for Worcestershire (55.2%), West Midlands (53.9%), and England (50.5%) were all lower than November's. Although Christmas closures were also a factor in the deterioration, comparison with December 2021's local, regional, and national figures show the ME scheme is the main reason.

Current Activity: Only death-registration appointments were booked over Christmas and in the first couple of weeks of January to enable the service to deal with the high volume of death registrations. There continue to be instances of paperwork being received from GPs on or after the fourth day following a death. There is ongoing engagement with GPs in Worcestershire about this.

Future Activity: Future months' percentages will be affected as MEs extend their scrutiny of MCCDs to community deaths. Furthermore, it is intended that all GP surgeries will be on-line with the scheme by the end of January 2023 preparatory to it becoming statutory sometime after the start of April this year. Monitoring of local, regional and national percentages will help to gauge the impact of this major procedural change.

Graph: Percentage of Deaths Registered in 5 Working Days



Communications and Consumer Relations

Increasing staff engagement

RAG: Green

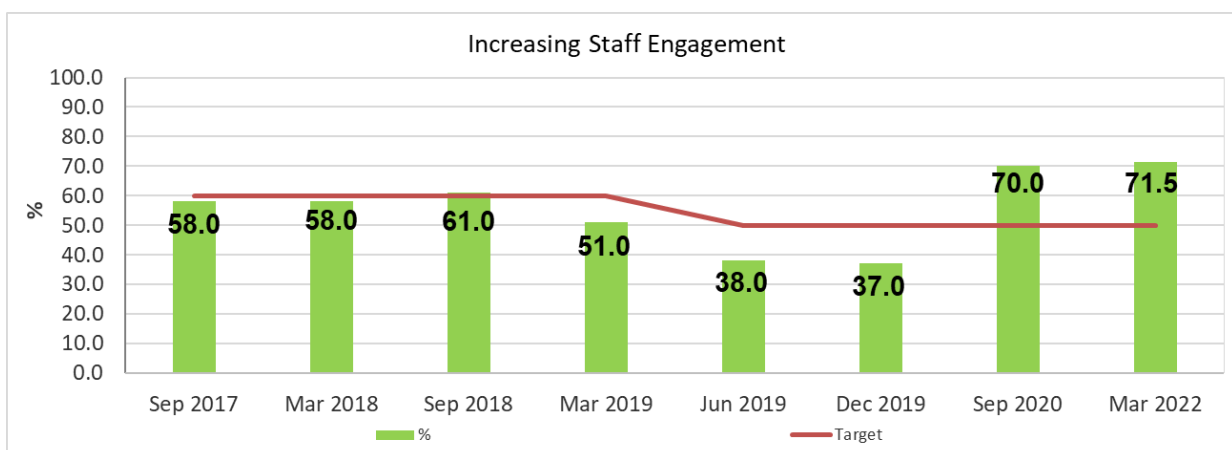
Direction of Travel: Improving

Performance Details: There was an extended gap following the September 2020 survey due to the County Council's COVID-19 response. The 2022 staff survey, which ran from 7th February to 7th March inclusive, had a 71.5% response rate, the best to date. The previous-highest response rate was 70% for September 2020's survey. Staff have been thanked for participating. A shorter survey (Winter Pulse) was then carried out over the course of a week in early-December 2022. Its focus was on wellbeing, equality, and inclusion. The completion rate (52%) is the highest ever for a WCC Pulse Survey.

Current Activity: Workforce updates to continue to be provided via Staff Briefings and regular emails. These will provide progress reports about the actions put in place in response to the themes raised in the 2022 survey, aligned to the Workforce Strategy. Promotion of Your Voice 2023 is taking place during January and February.

Future Activity: Following completion of the 2023 Survey and confirmation of the results, an action plan will be devised.

Graph: Percentage of Staff That Completed the Staff Survey



HR, ICT and Corporate Information Governance Team

Employees - Actual Full-Time Equivalents

RAG: N/A

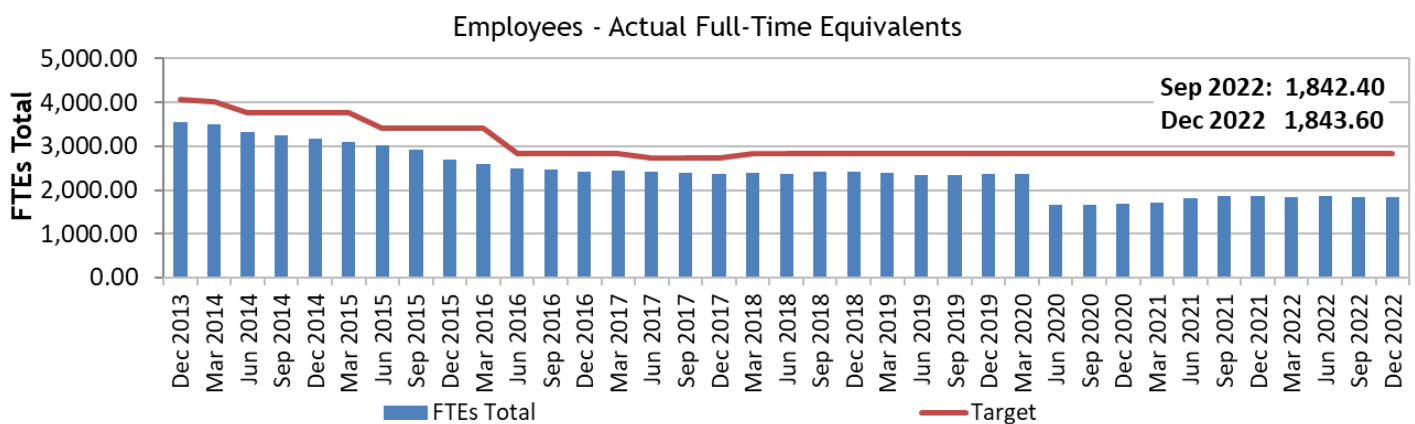
Direction of Travel: N/A

Performance Details: FTEs at the end of the third quarter of 2022/2023 equated to 1,843.60, up 0.1% from 1,842.40 at the end of September and 0.3% lower than at the end of March 2022 (1,848.4). Changes in headcount from quarter to quarter reflect some of the initiatives active at any one time (e.g., TUPE in/out, recruitment drives).

Current Activity: Confirmed data for each quarter is normally available towards the end of the first month of the following quarter.

Future Activity:

Graph: Number of Employees- Actual Full-Time Equivalents by Quarter



Sickness Rates (Cumulative)

RAG: Red

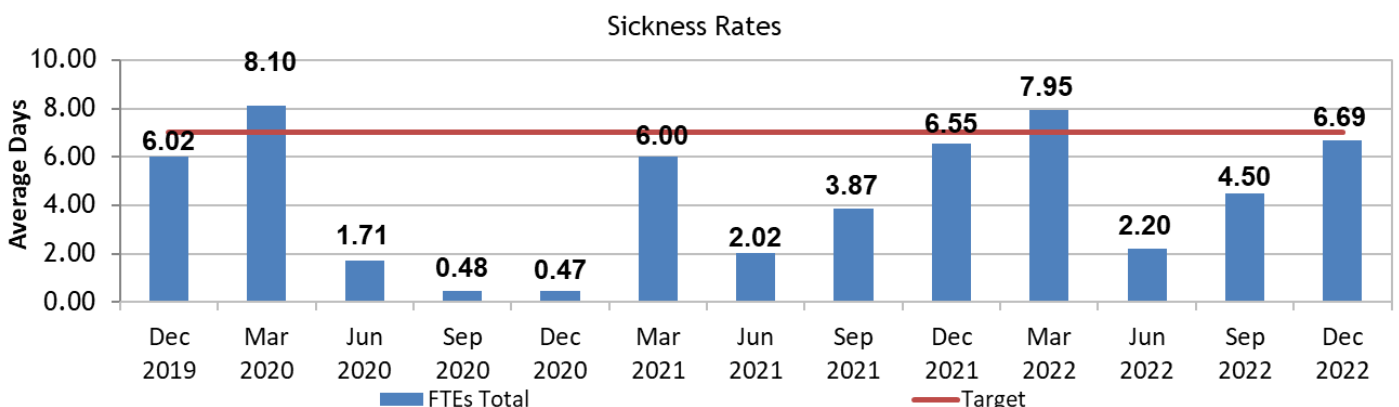
Direction of Travel: Deteriorating

Performance Details: At the end of quarter 3 of 2022/2023, the average days sick per person (FTE) was 6.69, up from 6.55 at the same stage of 2021/2022. The average for the whole of 2021/2022 was 7.95 (the target is 7 or less). The equivalent figure at the end of 2020/2021 was 6.00; at the end of 2019/2020 it was 8.10.

Current Activity: Monitoring and management of sickness absence continues. Confirmed data for each quarter is normally available towards the end of the first month of the following quarter.

Future Activity:

Graph: Average Days Sick per FTE (Full Time Equivalents) Cumulative



Days lost through long-term sickness

RAG: N/A

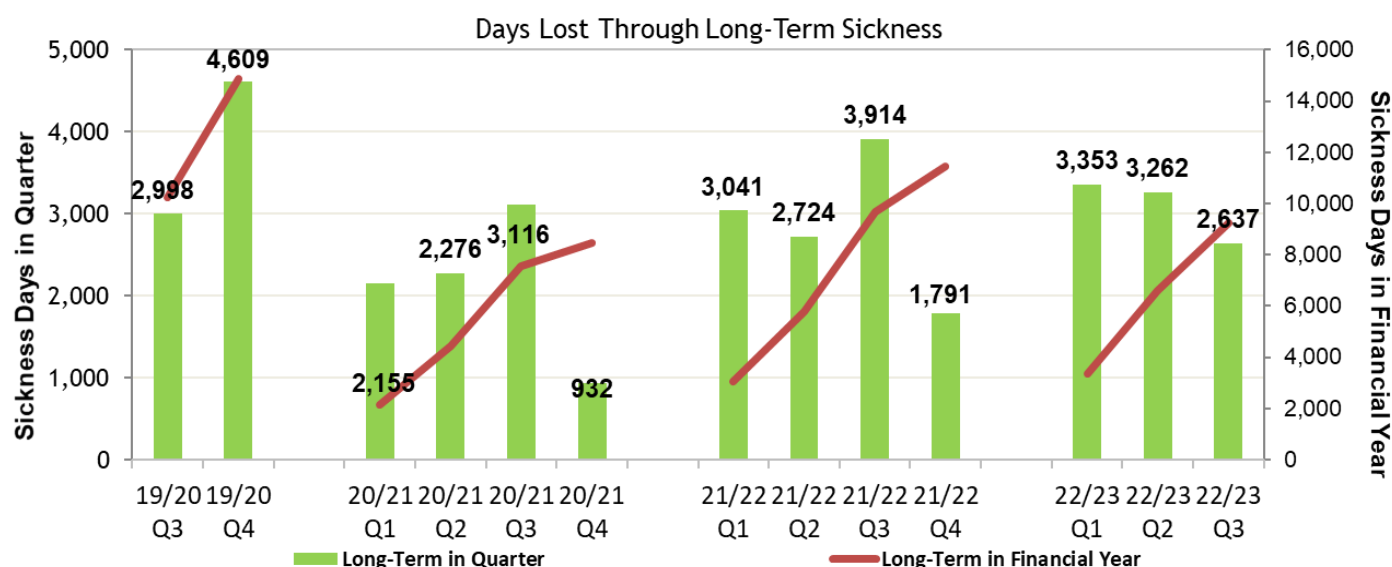
Direction of Travel: N/A

Performance Details: Long-term absences are episodes of 21 or more calendar days. 2022/2023's quarter 3 long-term absences totalled 2,637, the lowest total at the end of quarter 3 to date. The total at the end of December this year was down 39.1% compared with the figure for the third quarter of 2021/2022 (3,914).

Current Activity: Monitoring and management of sickness absence continues. Confirmed data for each quarter is normally available towards the end of the first month of the following quarter.

Future Activity:

Graph: Total Days Lost Through Long-Term Sickness



Days lost through short-term sickness

RAG: N/A

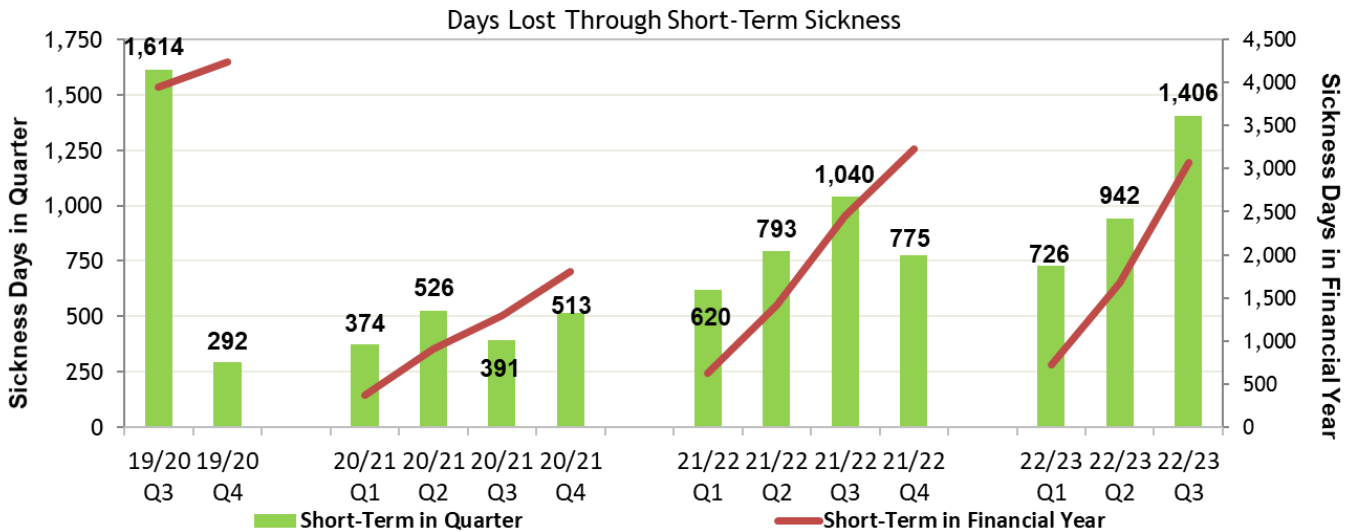
Direction of Travel: N/A

Performance Details: Short-term absences in the third quarter of the current financial year totalled 1,406. This is the highest quarter 3 total for two years. The figure at the end of December 2019 was 1,614. The total at the end of December this year was 38.9 % higher than the figure for September to December last year, which was 1,039.

Current Activity: Monitoring and management of sickness absence continues. Confirmed data for each quarter is normally available towards the end of the first month of the following quarter.

Future Activity:

Graph: Total Days Lost Through Short-Term Sickness



Staff turnover rate

RAG: N/A

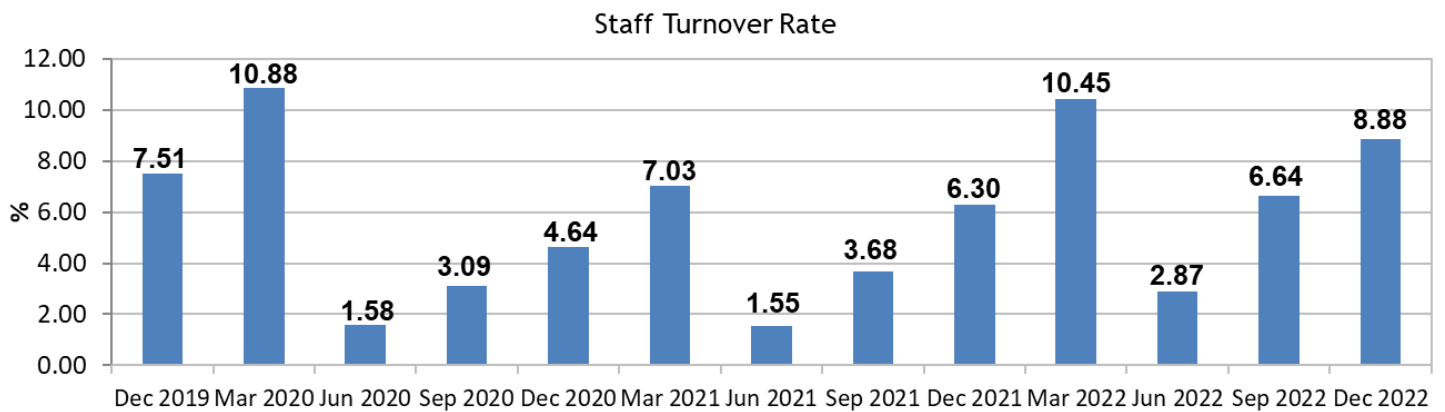
Direction of Travel: N/A

Performance Details: Leavers in the financial year as a percentage of the workforce. 2021/2022's final figure of 10.45% was above 2020/2021's 7.03%, but below 2019/2020's 10.88% and 2018/2019's 10.97%. The quarter 3 2022/2023 out-turn of 8.88% is higher than the 2017-2021 average for April to September, which was 6.41%.

Current Activity:

Future Activity:

Graph: Turnover Rate



Cost of agency staff as a percentage of the total pay-bill

RAG: N/A

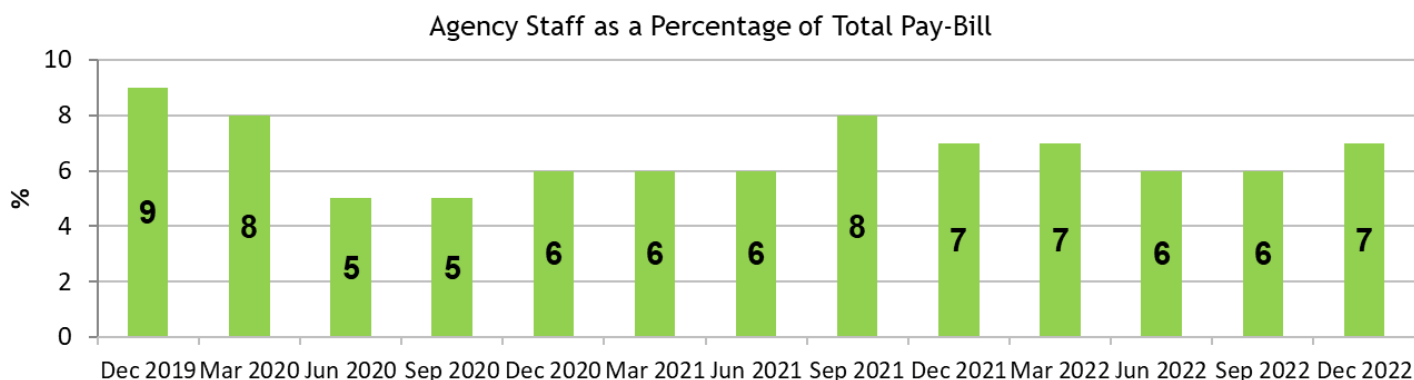
Direction of Travel: No Noticeable change

Performance Details: Agency spend at each quarter-end as a percentage of the total pay bill. Since 1st December 2019, the figure has excluded WCF. 2022/2023's percentage on 31st December was 7%, up from 6% on 30th September. On 31st December last year, the figure was 7%.

Current Activity:

Future Activity:

Graph: Agency Staff as a Percentage of Total Pay-Bill



Communities

Library Visits and Issues

RAG: No Status

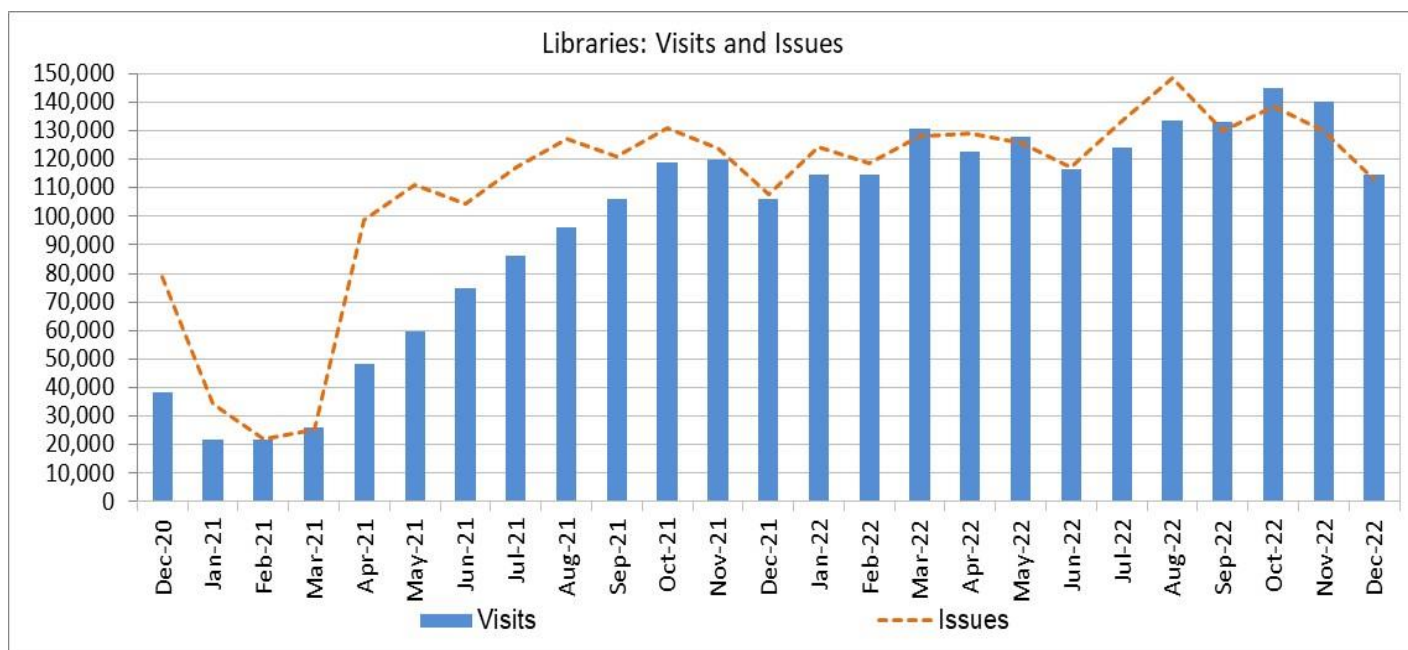
Direction of Travel: Underlying trend for both visits and issues - Improving

Performance Details: December 2022 adhered to the historical trend for libraries usage, the countywide visits total of 114,410 being the lowest calendar-month figure since January last year. It was, however, the first month of the current financial year for which the total equated to more than 60% of the total for the same month in 2019 (60.7%, to be exact). Libraries Connected's national comparator data for December suggests that nationally visits were at 70% of the level three years ago. The equivalent national level for book issues was 86%. Locally, December's percentage was (like November's) 76%. If e-issues are included, December's overall issues total was 143,929, equivalent to 91.2% of December 2019's 157,749. Issues of all item types from 1st April to 31st December inclusive totalled 1,428,397, equivalent to 88.8% of the total for April to December 2019, which was 1,608,755.

Current Activity: Libraries continue to provide the full range of on-site services. These include meetings of social-connecting groups, children's activities, adult learning courses, digital support, and employability sessions. Libraries are home to Worcestershire Business & Intellectual Property Centre, giving free advice, information, and resources to businesses. Monitoring of the Libraries Unlocked scheme at Droitwich and Stourport continues. This visits, issues, and use of the buildings by community groups. Proposals for Phase 2 of the scheme are being worked on.

Future Activity: Actions to increase library usage will include the Libraries Unlocked schemes. Local events and activities will be promoted. These will include a series of free-to-attend Cost of Living Fairs to be held in late-January and early-February. These will provide residents with information and advice from partner organisations to help with the rising cost of living and enable them to find out more about the services offered by Worcestershire's libraries, which also form part of the Warm Welcome initiative. The service's opt-in e-mail service will keep members better informed about new library services and future plans, as well as providing a feedback facility. Customer Voice Survey responses will also help inform planning and promotional activities.

Graph: Number of Visits and Issues per Month



Library Visits: Library-by-library totals

Library	Apr-Dec 2019	Apr-Dec 2020	Apr-Dec 2021	Apr-Dec 2022
Alvechurch	43,609	3,910	28,680	35,602
Bewdley	39,715	3,268	27,315	36,477
Broadway	13,891	986	2,560	5,675
Bromsgrove	127,084	11,662	48,010	82,163
Catshill	8,027	275	1,183	2,797
County Mobile	5,544	704	2,649	3,396
Droitwich	95,252	12,600	40,088	53,715
Evesham	240,026	9,517	41,241	75,089
Hagley	24,235	2,820	13,302	19,437
Hive	508,054	52,204	169,694	295,424
Kidderminster	200,514	30,717	86,179	99,061
Malvern	134,068	17,875	68,518	97,485
Martley	594	0	41	78
Pershore	69,115	7,172	28,592	41,138
Redditch	208,557	26,203	113,898	105,808
Rubery	28,103	1,991	12,912	19,572
St John's	49,198	6,457	18,246	27,569
Stourport	76,724	6,852	35,855	57,819
Tenbury	55,014	6,629	28,184	38,165
Upton	13,746	818	3,787	6,856
Warndon	25,408	1,865	10,422	16,555
Welland	621	0	15	88
Woodrow	8,532	941	8,859	14,898
Wythall	60,371	3,428	25,408	22,291
Totals	2,036,002	208,894	815,638	1,157,158

Library Issues: Library-by-library totals

Library	Apr-Dec 2019	Apr-Dec 2020	Apr-Dec 2021	Apr-Dec 2022
Alvechurch	35,736	9,077	28,968	32,936
Bewdley	33,938	8,909	27,445	30,892
Broadway	15,054	3,641	8,813	10,665
Bromsgrove	95,875	28,621	72,359	85,530
Catshill	7,425	1,311	4,476	6,127
County Mobile	17,466	4,330	11,832	12,265
Droitwich	87,551	28,067	66,901	70,504
E-Audiobooks	25,638	49,140	56,782	72,694
E-Books	23,283	53,547	47,077	51,451
E-Magazines	22,578	38,413	31,633	32,446
E-Newspapers	0	0	54,156	107,046
Evesham	93,928	24,017	64,065	74,061
Hagley	32,080	6,961	24,873	26,226
Hive	448,250	109,182	270,635	291,498
Kidderminster	99,803	24,466	64,618	75,925
Malvern	172,899	49,886	120,474	139,855
Martley	1,013	102	405	769
Pershore	61,890	18,104	46,629	51,228
Redditch	98,493	27,890	67,884	78,079
Rubery	23,652	5,172	17,763	18,964
St John's	45,661	13,316	33,653	35,048
Stourport	57,014	17,411	37,765	42,419
Tenbury	29,272	9,001	21,322	23,893
Upton	12,533	2,729	7,628	8,992
Warndon	21,277	4,407	14,249	14,471
Welland	1,470	230	487	804
Woodrow	9,998	1,413	5,313	8,628
Worcester Hub	5,283	600	1,141	1,920
Wythall	29,695	7,623	21,537	23,061
Totals	35,736	9,077	28,968	32,936

Library Issues: e-books, e-audio books, e-magazines, and e-newspapers

RAG: No Status

Direction of Travel: Improving

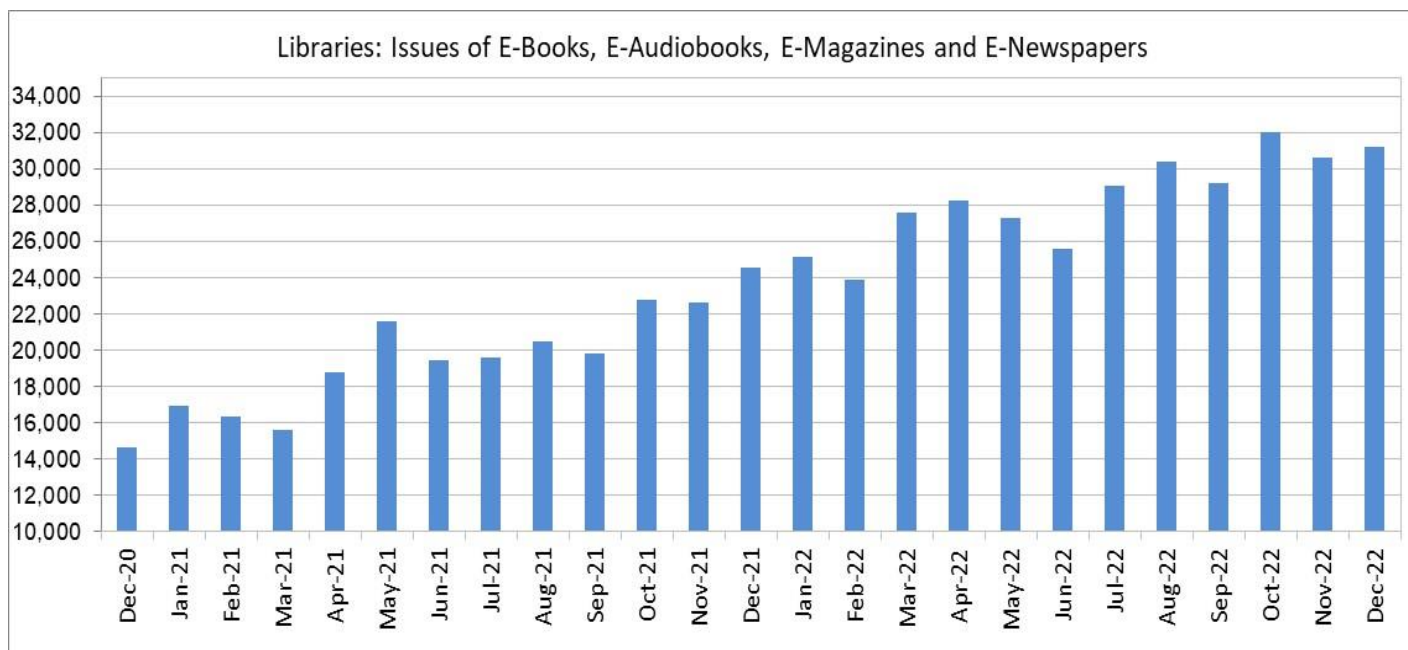
Performance Details: The e-issues total for December (31,211) is the second highest ever, exceeding November 2022's 30,629 while only being exceeded by October's 31,983. Of December's total, 14,1955 (43.6%) were of e-newspapers, the highest such calendar-month total, eclipsing the previous-highest figure, October's 13,775. E-issues from 1st April to 31st December (263,637) were up 39% compared with April-to-December 2021's 189,648.

Current Activity: Efforts continue to promote the e-library. These include setting up Borrowbox displays in libraries and highlighting on the Library Service website the Digital Library Hub, which provides a one-stop shop for e-services. Work is ongoing with the e-book and e-audiobook supplier to expand the range of titles and the number of available copies of already-held titles. Nationally, Libraries Connected is in discussions with publishers about libraries being given access to e-versions of the most-recent published titles.

Future Activity: Monitoring of e-issues and the number of active users (including new users) will continue as a means of tracking the appeal to residents of the e-collections and the effectiveness of promotional campaigns, as

well as providing evidence to support any review discussions with the service providers (BorrowBox for e-books, Overdrive for e-magazines, Press Reader for e-papers).

Graph: Number of Issues of E-Books, E-Audiobooks and E-Magazines per month



Museum Visits

RAG: No Status

Direction of Travel: Improving

Performance Details: Visits to County Museum in 2022 totalled 21,837, the museum's highest calendar-year total since 2013's 24,226. Compared with the 2021 total of 15,161, 2022's total represented an increase of 44%; compared with 2019's 20,531, the increase was 6.4%. Of 2022's total, the October-to-December quarter's contribution was 4,660, down 6.8% compared with the total of 4,999 for the same period in twelve months previously, but 15% higher than October-to-December 2019's total of 4,052.

Current Activity: As in previous years, the museum closed throughout January (with the exception of two school-group bookings), re-opening on 1st February. The County Museum's information leaflet is available in a variety of formats, including on-line. It details the partnership with Hartlebury Castle Preservation Trust, providing details of all the buildings on the site, the grounds themselves, and the activities and live events the County Museum and the Trust are staging between them. Site accessibility information, ticket prices, and how to book group visits also feature.

Future Activity: Work will continue with the Hartlebury Castle Preservation Trust to further promote the whole site, accredited by the Visit England Visitor Attraction Quality Scheme for the high standard of the museum and visitor experience. The Trust will stage outdoor events. County Museum staff will continue to run events and undertake outreach visits to schools in the county and outside it.

County Museum Visits: Monthly totals

Month	Visits	Children's Visits
Jan 2018	406	363
Feb 2018	1,362	599
Mar 2018	757	388
Apr 2018	1,855	448
May 2018	2,215	446
Jun 2018	1,320	256

Jul 2018	1,910	364
Aug 2018	2,961	602
Sep 2018	2,247	220
Oct 2018	1,837	397
Nov 2018	1,377	574
Dec 2018	1,348	367
Jan 2019	112	80
Feb 2019	1,630	426
Mar 2019	1,604	236
Apr 2019	2,026	281
May 2019	2,575	416
Jun 2019	1,575	287
Jul 2019	1,589	317
Aug 2019	2,817	451
Sep 2019	2,551	100
Oct 2019	1,581	478
Nov 2019	987	313
Dec 2019	1,484	457
Jan 2020	60	52
Feb 2020	1,778	470
Mar 2020	478	115
Apr 2020	0	0
May 2020	0	0
Jun 2020	1,226	0
Jul 2020	756	106
Aug 2020	1,378	187
Sep 2020	937	22
Oct 2020	930	119
Nov 2020	44	4
Dec 2020	519	119
Jan 2021	0	0
Feb 2021	0	0
Mar 2021	0	0
Apr 2021	1,291	0
May 2021	930	71
Jun 2021	1,466	203
Jul 2021	1,677	241
Aug 2021	2,551	400
Sep 2021	2,247	118
Oct 2021	2,575	522
Nov 2021	869	303
Dec 2021	1,555	295
Jan 2022	26	22
Feb 2022	2,077	435
Mar 2022	1,242	126
Apr 2022	2,595	560
May 2022	1,342	171
Jun 2022	1,913	414
Jul 2022	2,091	355
Aug 2022	2,740	468
Sep 2022	3,151	139
Oct 2022	2,380	548
Nov 2022	996	361
Dec 2022	1,284	348

Graph: Combined monthly totals for County Museum, The Commandery, and Worcester City Museum and Art Gallery by month



Countryside Standards Achieved

RAG: Quarter 3 – Green; 2022/2023 overall - Amber

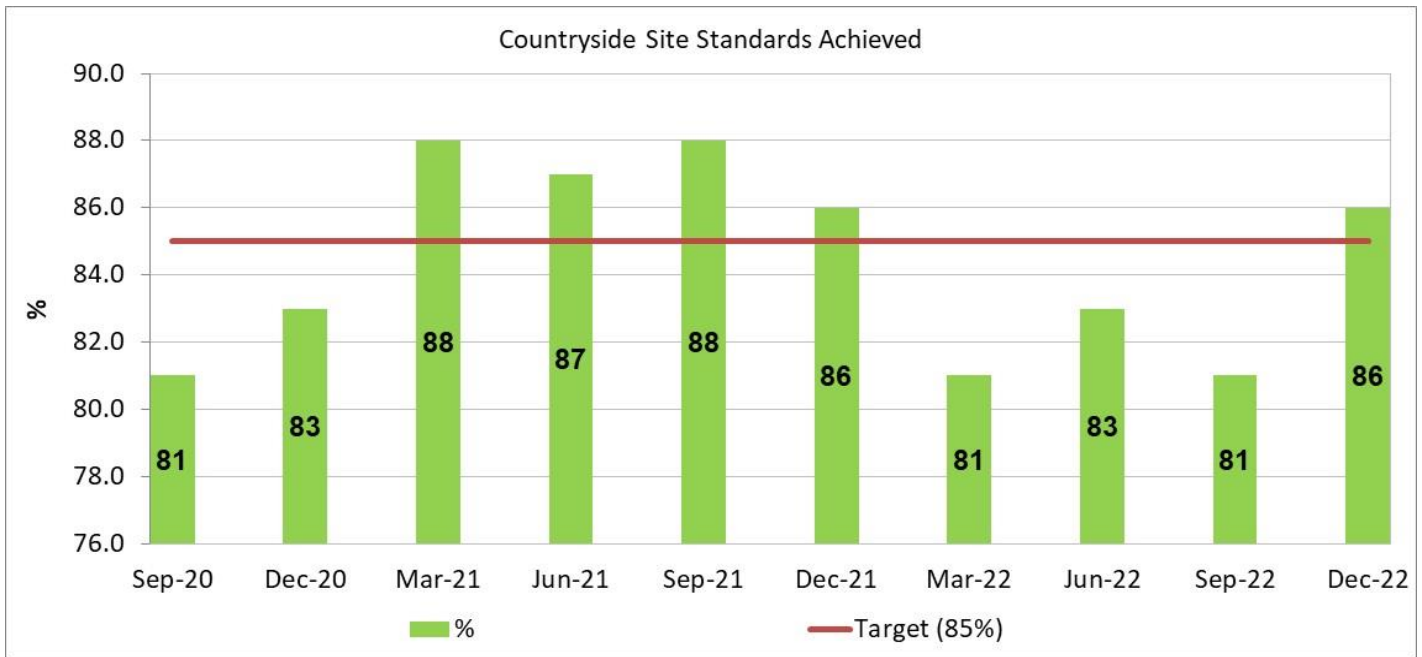
Direction of Travel: Improving

Performance Details: The Countryside Sites Standards PI at for the quarter ending 31st December was an above-target 86%, up from 81% at the end of June. The percentage for the financial year on New Year's Eve is an amber-rated 83%. Quarter 3's improvement is essentially down to the fact the Greenspace Team has been restored to full capacity, facilitating the carrying out of extensive programmes of work to replace worn-out picnic benches and address other maintenance issues.

Current Activity: A lot of site furniture such as permanent picnic benches and signage is coming to the end of its life, the impact on furniture of weathering and normal levels of usage having been accelerated by increased usage during the COVID-19 pandemic. The regular programme of inspections, groundworks, and repairs should ensure signs and notices, buildings, site furniture, and trails are repaired and well-maintained.

Future Activity: The service will continue to promote each site's natural attractions and facilities and any events, activities or group meetings being staged. The schedule of regular inspections will identify any issues arising from increased usage, but any issues or concerns raised by visitors will be monitored and addressed as necessary. Although site usage in the winter months (especially at weekends) remains good, visits will increase as the days lengthen and the weather improves.

Graph: Countryside Site Standards Achieved



Bikeability – Children Trained in Level 2

RAG: No status.

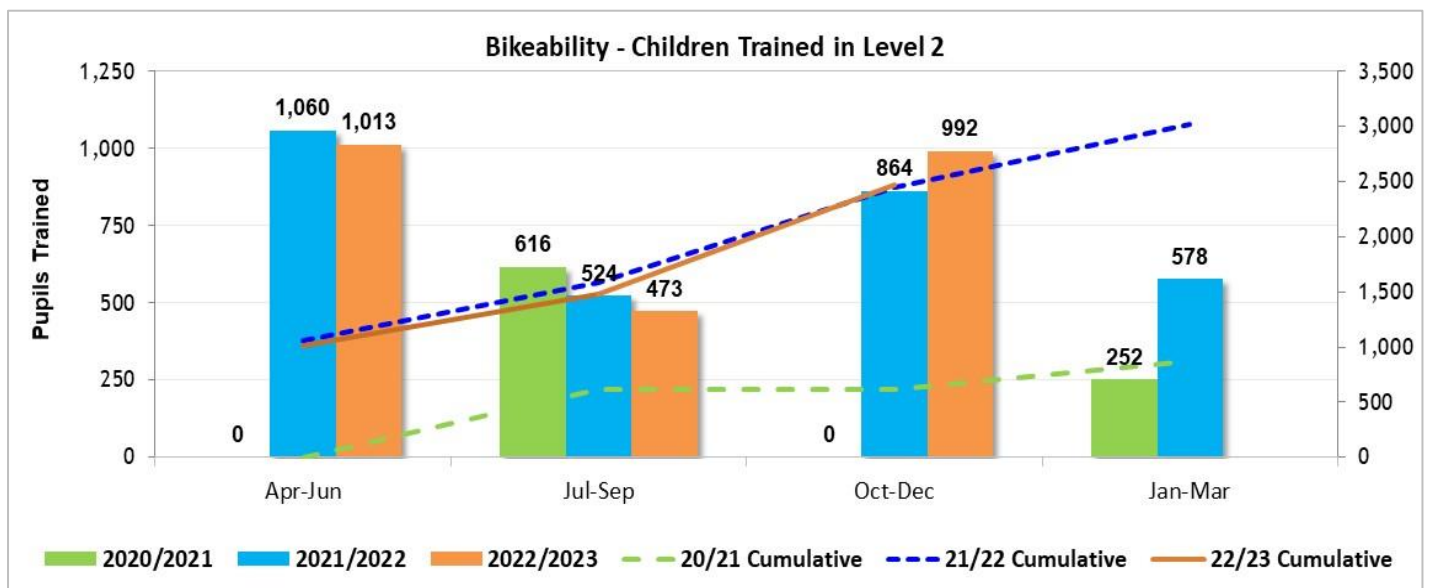
Direction of Travel: Improving

Performance Details: Level 2 training teaches how to cycle planned routes on minor roads, offering a real cycling experience. 992 pupils received Bikeability Level 2 training during quarter 3, up 14.8% compared with the figure of 864 trained in the same October-to-December quarter in 2021. After three quarters of the 2022/2023 financial year, the total for the financial year was 2,478, equating to 81.9% of the total for the whole of the 2021/2022 financial year (3,026).

Current Activity: Lockdown-related school closures impacted heavily on Bikeability training throughout the 2020/2021 year. Previously-vacant positions are now filled and new staff members have received required training.

Future Activity: The summer term is traditionally a period of high demand for training.

Graph: Children Trained in Bikeability Level 2



Bikeability – Children Trained in Other Levels

RAG: No status.

Direction of Travel: Improving

Performance Details: Level 1 acts as a gateway to cycling. Most children take part in Level 1 at school during Year 3 or 4. The more advanced course at Level 3 is usually most suited for children aged 11+. If the 1,692 pupils trained in other levels of Bikeability are added to the current financial year's April-to-December Level 2 total, at the end of quarter 3 the 2022/2023 pupils-trained figure was 4,170. This was equivalent to 85.7% of the final tally for the whole of 2021/2022.

Current Activity: Figures are continuing to recover from 2020/2021, when the COVID-19 pandemic lockdown periods caused in-person training to be paused. Previously-vacant positions are now filled and new staff members have received required training.

Future Activity: It is likely that, as in previous years, the summer term will prove to be the peak period for training.

Graph: Children Trained in Bikeability Levels Other than Level 2



Finance - Revenue Budget Forecasts 2022/2023

ADULTS	2022/23 Gross Budget Q3	2022/23 Net Budget Q3	2022/23 Forecast Outturn Q3	2022/23 Forecast Variance Q3	2022/23 Forecast Variance Q1	2022/23 Forecast Variance Q2
	£'000	£'000	£'000	£'000	£'000	£'000
Older People	106,517	72,733	73,794	1,061	1,984	2,754
Learning Disabilities	77,071	65,626	69,598	3,972	3,235	3,253
Physical Disability	20,864	16,408	18,262	1,854	1,888	1,823
Mental Health	27,771	18,927	21,824	2,897	1,923	1,694
Adults Commissioning Unit	19,774	340	-258	-598	-77	81
Central Services (including IBCF and Social Care Grant)	1,488	-35,125	-38,044	-2,919	-2,454	-2,997
Provider Services	10,720	9,694	9,858	164	0	0
TOTAL	264,205	148,603	155,034	6,431	6,499	6,608

ECONOMY & INFRASTRUCTURE	2022/23 Gross Budget Q3	2022/23 Net Budget Q3	2022/23 Forecast Outturn Q3	2022/23 Forecast Variance Q3	2022/23 Forecast Variance Q1	2022/23 Forecast Variance Q2
	£'000	£'000	£'000	£'000	£'000	£'000
Economy & Sustainability	5,688	1,425	1,276	-149	-133	-138
Planning and Regulation	1,482	724	1,131	407	275	385
Infrastructure & Contracts	1,509	1,509	1,549	40	40	40
Major Projects	3,814	1,238	1,147	-91	89	119
Passenger Transport Operations	16,860	10,354	9,908	-446	50	-594
Highways Operations & PROW	8,754	8,733	8,785	52	275	18
Business Management	827	-30	-50	-20	-30	-28
Road Lighting	4,913	4,849	4,879	30	31	31
Waste Management	51,044	29,805	29,746	-59	-28	-30
Network Management	3,767	452	21	-431	-223	-126
Development Management - S278/S38	1,113	166	151	-15	0	-16
TOTAL	99,771	59,225	58,543	-682	346	-339

Skills and Investment	7,172	430	126	-304	0	-63
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COMMERCIAL AND CHANGE (COaCH)	2022/23 Gross Budget Q3	2022/23 Net Budget Q3	2022/23 Forecast Outturn Q3	2022/23 Forecast Variance Q3	2022/23 Forecast Variance Q1	2022/23 Forecast Variance Q2
	£'000	£'000	£'000	£'000	£'000	£'000
COACH - Management	577	220	203	-17	0	-56
Legal and Democratic Services	8,267	5,250	5,307	57	55	38
Commercial Management	3,027	842	726	-116	0	-37
Property Services	9,189	429	95	-334	-55	-44
Digital, IT and Customer Services	9,838	952	744	-208	0	-58
Transformation & Change Team	1,863	-7	-7	0	0	0
TOTAL	32,761	7,686	7,068	-618	0	-157

CHIEF EXECUTIVE'S UNIT	2022/23 Gross Budget Q3	2022/23 Net Budget Q3	2022/23 Forecast Outturn Q3	2022/23 Forecast Variance Q3	2022/23 Forecast Variance Q1	2022/23 Forecast Variance Q2
	£'000	£'000	£'000	£'000	£'000	£'000
Engagement & Communications	1,199	365	319	-46	0	-4
Health & Safety	366	24	31	7	0	19
HR-Core	4,952	658	601	-57	0	-39
Financial Services	7,837	1,948	1,710	-238	0	-102
Chief Executive	387	387	423	36	-3	-3
TOTAL	14,741	3,382	3,084	-298	-3	-129

COMMUNITIES	2022/23 Gross Budget Q3	2022/23 Net Budget Q3	2022/23 Forecast Outturn Q3	2022/23 Forecast Variance Q3	2022/23 Forecast Variance Q1	2022/23 Forecast Variance Q2
	£'000	£'000	£'000	£'000	£'000	£'000
Strategic Libraries	11,425	4,057	4,099	42	120	121
Museum Services	776	658	677	19	-5	0
Archives & Archaeology	3,659	1,573	1,573	0	0	0
Greenspace & Gypsy Services	2,159	196	159	-37	1	2
Community Services Leadership Team	351	326	-44	-370	-116	-215
Registration & Coroner	2,260	710	810	100	0	-5
Public Analyst	69	2	2	0	0	0
Trading Standards	879	122	122	0	0	0
Communities and Partnerships	14,646	2,957	2,856	-101	0	-4
TOTAL	36,225	10,601	10,254	-347	0	-101

WORCESTERSHIRE CHILDREN FIRST	2022-23 Gross Budget Q3	2022-23 Net Budget Q3	2022-23 Forecast Outturn Q3	2022-23 Forecast Variance Q3	2022-23 Forecast Variance Q1	2022-23 Forecast Variance Q2
	£'000	£'000	£'000	£'000	£'000	£'000
Resources	15,649	15,649	14,615	-1,034	308	730
Social Care	83,847	83,847	88,989	5,142	-1,594	-2,977
All Age Disability	10,872	10,872	12,077	1,205	-418	-623
Education, Early Years, Inclusion and Place Planning	6,441	6,441	5,909	-532	-79	-77
Home to Schools Transport	18,498	18,498	22,111	3,613	0	0
Youth Offending Services	507	507	507	0	0	0
TOTAL	135,814	135,814	144,208	8,394	-1,783	-2,947

Finance - Revenue Budget Out-Turns 2021/2022

ADULTS	2021/22 Gross Budget Q3	2021/22 Net Budget Q3	2021/22 Forecast Outturn Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q2	2021/22 Forecast Variance Q1
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Older People	102,333	66,207	65,271	-936	-169	5	-1,266
Learning Disabilities	72,508	60,331	63,434	3,103	2,238	3,124	2,816
Physical Disability	19,586	15,430	15,341	-89	-728	-787	-308
Mental Health	28,149	18,297	18,532	235	770	-178	-119
Adults Commissioning Unit	14,260	2,304	2,042	-262	-122	-130	7
Central Services (including iBCF and Social Care Grant)	1,682	-28,878	-30,918	-2,040	-2,026	-2,044	-1,130
Provider Services	16,267	9,209	9,209	0	0	0	0
TOTAL	254,785	142,900	142,911	11	-37	-10	0

ECONOMY & INFRASTRUCTURE	2021/22 Gross Budget Q3	2021/22 Net Budget Q3	2021/22 Forecast Outturn Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q2	2021/22 Forecast Variance Q1
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Economy & Sustainability	5,092	819	850	31	27	64	60
Planning and Regulation	1,314	640	1,572	932	209	255	-9
Infrastructure & Contracts	1,492	1,492	1,980	488	0	23	20
Major Projects	4,024	1,547	1,960	413	13	-9	-21
Passenger Transport Operations	16,866	10,636	10,242	-394	-25	0	-10
Highways Operations & PROW	6,839	6,741	7,035	294	1	1	3
Business Management	1,079	221	-68	-289	-134	0	0
Road Lighting	4,208	4,144	3,871	-273	-250	-250	0
Waste Management	48,769	28,261	27,560	-701	0	0	-7
Network Management	3,496	683	-20	-703	52	44	0
Development Management - S278/S38	888	166	123	-43	55	55	0
TOTAL	94,067	55,350	55,105	-245	-52	183	36

Skills and Investment	5,285	430	471	41	0	0	0
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COMMERCIAL AND CHANGE (COaCH)	2021/22 Gross Budget Q3	2021/22 Net Budget Q3	2021/22 Forecast Outturn Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q2	2021/22 Forecast Variance Q1
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
COACH - Management	580	222	204	-18	10	-2	-6
Legal and Democratic Services	8,154	5,168	5,399	231	136	20	-55
Commercial Management	3,441	979	774	-205	-205	1	3
Property Services	8,744	359	-434	-793	-4	43	44
Digital, IT and Customer Services	9,429	737	729	-8	52	-4	7
Transformation & Change Team	311	0	0	0	0	0	0
TOTAL	30,659	7,465	6,672	-793	-11	58	-7

CHIEF EXECUTIVE'S UNIT	2022/23 Gross Budget Q3	2022/23 Net Budget Q3	2022/23 Forecast Outturn Q3	2022/23 Forecast Variance Q3	2022/23 Forecast Variance Q1	2022/23 Forecast Variance Q2	2021/22 Forecast Variance Q1
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Engagement & Communications	1,006	366	255	-111	-78	-42	-46
Health & Safety	357	24	25	1	-14	-19	-43
HR-Core	4,375	332	206	-126	42	5	-81
Financial Services	5,605	1,418	1,417	-1	0	0	0
Chief Executive	439	434	422	-12	-6	-8	-8
TOTAL	11,782	2,574	2,325	-249	-56	-64	-178

COMMUNITIES	2021/22 Gross Budget Q3	2021/22 Net Budget Q3	2021/22 Forecast Outturn Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q2	2021/22 Forecast Variance Q1
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Strategic Libraries	12,453	4,268	4,187	-81	139	139	0
Museum Services	776	657	657	0	-2	-1	2
Archives & Archaeology	3,649	1,514	1,511	-3	83	96	95
Greenspace & Gypsy Services	1,841	196	288	92	43	0	0
Community Services Leadership Team	207	207	217	10	7	-2	-2
Registration & Coroner	2,212	881	644	-237	0	0	0
Public Analyst	69	2	16	14	0	0	0
Trading Standards	871	122	122	0	-14	-5	-12
Communities and Partnerships	14,628	2,768	2,224	-544	-265	-265	-265
TOTAL	36,706	10,615	9,866	-749	-9	-38	-182

WORCESTERSHIRE CHILDREN FIRST	2021/22 Gross Budget Q3	2021/22 Net Budget Q3	2021/22 Forecast Outturn Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q3	2021/22 Forecast Variance Q2	2021/22 Forecast Variance Q1
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Resources	12,188	12,188	11,514	-674	-500	-372	-138
Social Care	85,365	85,365	87,146	1,781	1,332	1,500	970
Education, Early Years, Inclusion and Place Planning	9,109	9,109	9,277	168	236	198	189
Home to Schools Transport	18,206	18,206	18,206	0	0	0	0
Youth Offending Services	507	507	470	-37	0	0	0
TOTAL	125,375	125,375	126,613	1,238	1,068	1,326	1,021

Appendix – Link to PowerBI Performance Summary

The information contained in this performance summary is available as a PowerBI report. It is available [here on the Worcestershire County Council website](#).

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Corporate and Communities Scrutiny Panel

28 March 2023

**Forecast Outturn 2022/23
as at Period 9 (December)**

P9 (Quarter 3) Forecast Financial Position – COACH & CEU

COACH & CEU	2022-23 Gross Budget Q3	2022-23 Net Budget Q3	2022-23 Forecast Outturn Q3	2022-23 Forecast Variance Q3	2022-23 Forecast Variance Q1	2022-23 Forecast Variance Q2
	£'000	£'000	£'000	£'000	£'000	£'000
COACH - Management	577	220	203	-17	0	-56
Legal and Democratic Services	8,267	5,250	5,307	57	55	38
Commercial Management	3,027	842	726	-116	0	-37
Property Services	9,189	429	95	-334	-55	-44
Digital, IT and Customer Services	9,838	952	744	-208	0	-58
Transformation & Change Team	1,863	-7	-7	0	0	0
TOTAL COMMERCIAL & CHANGE	32,761	7,686	7,068	-618	0	-157
Engagement & Communications	1,199	365	319	-46	0	-4
Health & Safety	366	24	31	7	0	19
HR-Core	4,952	658	601	-57	0	-39
Financial Services	7,837	1,948	1,710	-238	0	-102
Chief Executive	387	387	423	36	-3	-3
TOTAL CHIEF EXECUTIVE UNIT	14,741	3,382	3,084	-298	-3	-129

Key Headlines COACH & CEU

The P9 forecast position for **COACH** is an improving position with a forecast underspend of £0.6m, with the most significant variances from budget being :

- A forecast £0.4m overspend in Legal and Democratic Services due to a significant increase in child-care cases which require pre-proceedings and court support. The overspend is planned to be offset in year by the use of the COVID grant reserve
- £0.3m forecast surplus within Property Services due to additional income receivable
- £0.2m underspend in ICT due to savings made on contracts
- £0.1m underspend due to vacant posts within executive support

COACH have contributed £0.4m towards the £5.1m target for corporate savings

CEU is also forecasting an improved position comprising a £0.2m staffing saving within Finance, as well as identifying c£150k of savings within HR and c£185k within Finance to contribute to the corporate savings target.

P9 (Quarter 3) Forecast Financial Position – Communities

Communities Revenue Forecast	2022-23 Gross Budget Q3	2022-23 Net Budget Q3	2022-23 Forecast Outturn Q3	2022-23 Forecast Variance Q3	2022-23 Forecast Variance Q1	2022-23 Forecast Variance Q2
	£'000	£'000	£'000	£'000	£'000	£'000
Strategic Libraries	11,425	4,057	4,099	42	120	121
Museum Services	776	658	677	19	-5	0
Archives & Archaeology	3,659	1,573	1,573	0	0	0
Greenspace & Gypsy Services	2,159	196	159	-37	1	2
Community Services Leadership Team	351	326	-44	-370	-116	-215
Registration & Coroner	2,260	710	810	100	0	-5
Public Analyst	69	2	2	0	0	0
Trading Standards	879	122	122	0	0	0
Communities and Partnerships	14,646	2,957	2,856	-101	0	-4
TOTAL COMMUNITIES	36,224	10,601	10,254	-347	0	-101

Key Headlines Communities

As at P9, the year end forecast for Communities is also improved with a forecast underspend of £0.3m

The underspend is due to additional income generation within Registration Services, reduction in required spend on building maintenance and additional grant funding which has been able to be used to offset base budget expenditure

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There is a reduction in income due to the vacant space within county libraires, as well as increases in utility costs, however these have been mitigated by additional income generation elsewhere within the directorate

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 28 MARCH 2023

CORPORATE PROCUREMENT STRATEGY – SERVICE TRANSFORMATION AND KEY PERFORMANCE INDICATOR DELIVERY PLAN

Summary

1. The Corporate and Communities Overview and Scrutiny Panel has requested an update on developments relating to the Corporate Procurement Strategy 2022-25, specifically in respect of the service transformation activities and the Key Performance Indicator (KPI) delivery plan.
2. The Cabinet Member with Responsibility for Corporate Services and Communication and the Strategic Director for Commercial and Change have been invited to the meeting.

Background

3. The Corporate Procurement Strategy 2022-25 was presented to the Panel in November 2022. Underpinning the Strategy is a plan to deliver improvements against the Local Government Association (LGA) procurement KPIs which are central to the achievement of the strategies aims.
4. Some of the key activities that have been undertaken during 2022/23 have been along with the key priorities for 2023/24. The full breakdown of actions and anticipated delivery dates is attached, see Appendix 1.
5. The transformation programme is anticipated to take 3 years; however, the final year will be focused on embedding changes, with the first two years focused on developing the systems, processes and relationships needed to achieve the desired outcomes.

Key Performance Indicators

6. The LGA have defined in excess of 60 KPIs for assessing the performance of local authority commercial/procurement functions. The Council undertook a review at the beginning of 2022 against these KPIs to ascertain the Council's current level of performance/maturity, and the aspirational level that it would want to achieve within the next 3 years. These have then been incorporated directly into the Corporate Procurement Strategy 2022-25.
7. A gap analysis has been developed against which the required actions have been identified and the deliverables needed to improve the Council's effectiveness across each of the KPI areas.

8. The Improvement Plan is updated periodically to reflect the changing priorities of the organisation, and the developments within the commercial sector. Some of the key activities which have been delivered for 2022/23 are detailed below.

Commercial Team Restructure

9. The Commercial Team has been restructured from the start of 2022/23, adopting a “best-in-class” category management model. There are three pillars within the team as follows:
 - Corporate; focused on IT, Professional Services, Finance and general “Indirects” (spend that relates to back office and services).
 - Place; focused on infrastructure and capital projects.
 - People; focused on social care (adults and children’s), and public health.
10. The new structure is underpinned by a Chartered Institute of Procurement and Supply (CIPS) 8 step category management model, which shifts focus away from tendering exclusively, and commits greater time and resource to pre-market engagement activities and post tender contract and supplier relationship management.

Update to Procurement Policy and Threshold

11. The new structure introduces a greater focus on early market engagement, market shaping, through to contract and supplier management, risk management and performance management. Whilst hugely beneficial in ensuring value for money is achieved both at the outset and throughout the life of a contract, this does require greater levels of resourcing. The updated Procurement Policy and associated thresholds have been designed to facilitate a prioritised approach to commercial activity, freeing up time of the commercial officers and allowing them to focus resources on higher-value strategic agreements, whilst permitting greater flexibility for the operational service teams to source lower value tactical requirements directly.

Introduction of a new Commercial Board

12. A new Commercial Board has been established and the Terms of Reference are attached at Appendix 3. This is chaired by the Council’s Chief Executive and has been established to provide support and direction on all above threshold commercial activity, both at the outset for approval of the commercial approach/strategy, and throughout the sourcing process and subsequent management of the agreement.
13. All procurement activity above the UK threshold now needs to be reviewed by the Commercial Board before sourcing can commence. Upon conclusion of the source, the Commercial Board will review outcomes prior to contract award and for the Council’s high-value agreements, ongoing updates on performance and effectiveness of contracts will be required. In addition, the Board will review market trends and market reports, key legislative changes, and act as an ultimate point of escalation for procurement/commercial risks and issues.

14. The Board is not formally constituted and carries the authority of the Board members only. Consequently, it is not a replacement for the Council's formal governance mechanisms

Supplier Categorisation

15. All suppliers have now been categorised into Platinum, Gold, Silver and Bronze. The Supplier Categorisations Summary of Suppliers are shown in Appendix 2 This is based on an assessment of:

- **Contract Value.** Is the contract of high value and would there be significant financial implications if the agreement was mismanaged, or if it goes wrong?
- **Legal and Statutory Impact.** Is the contract for a statutory service, or are there legislative implications for failure to provide the service/goods/works including implications for health and safety and risk to life and health?
- **Sector.** Is the contract within a sector that is prone to high risk of failure, risk of fraud or corruption, or benefits particularly from close contract management
- **Political and Reputational Sensitivity** – Would a failure to deliver the goods/works/services have a particular political or reputational sensitivity? Are decisions made in relation to the contract politically or reputationally sensitive?
- **Alternative provision** – Is the contract difficult to change/reprocure/re-source. Is there a high technical or logistical cost of change? Can existing services or works be easily handed over to a new provider?

16. The Management approach to each contract will change depending on its categorisation as outlined below:

- **Platinum** – Regular commercial and operational performance meetings, with monitored Service Level Agreements (SLAs)/KPIs. Attendance at quarterly formal Contract Reviews by the Strategic Directors and Assistant Directors, with the CMR invited to attend where available.
- **Gold** – Regular commercial and operational performance meetings with monitored SLAs/KPIs. Attendance at 6 monthly formal Contract Reviews by the Assistant Directors, with Strategic Directors optional.
- **Silver** – Periodic Commercial/operational performance reviews as determined appropriate. Minimum of one formal Contract Review meeting per year, with the Head of Commercial and Strategic Leads/Operational Leads. Assistant Directors optional. KPIs developed where appropriate, but some form of performance monitoring should be implemented.
- **Bronze** – Managed by exception, with operational management being the focus. Commercial management/intervention as required.

New Intranet Site

17. The commercial Intranet site has been updated and will be launched from 1 April 2023. The new site seeks to simplify what is presented and is structured to reflect the customer journey. The language used is "Plain English", and the 9-box landing page considered the top reasons a user would come to the commercial page and directs them accordingly. This should provide clear

information to all users and allow them to navigate to what they need simply and efficiently. It will also reduce the number of queries into the commercial team.

18. The key areas which the new site will cover are:

- I want to buy something
- What are the rules and procedures when buying something
- I need to speak to somebody in commercial – who buys what
- Social value (social value toolkit, charter and wider information)
- Intelligence and insight (Power-BI dashboard and other)
- Frequently asked questions
- I need guidance on operations and systems – intend and e5
- Knowledge library – document and knowledge repository

Data analytics

19. The Council has developed a Commercial dashboard based on the Power-BI application. This provides useful data and insight across a majority of the Council's spend areas and allows the Council to interrogate and challenge expenditure. Whilst there are limitations resulting from the functionality of the finance system (spend to contract etc.), the solution has been instrumental in allowing the Council to understand categories of spend, supplier analysis and trends across years.

West Midlands Procurement Group

20. As part of the Council's regional engagement priorities, the Council has agreed to take over the role of Chairman of the West Midlands Procurement Group from April 2023 onwards. The Assistant Director for Transformation and Commercial will undertake this role, with the Head of Commercial deputising as required.

The Council's Key Priorities

21. The Council's key priorities for the next 12 months include:

- Finalisation of the category strategies, with approval of the Commercial Board.
- Small/medium sized enterprises (SMEs) and social value processes and engagement strategies developed.
- CRM briefings to be established quarterly.
- New supplier and contract management processes established and embedded.
- New service KPIs to launch from April 2023.
- Commercial training to be developed for organisation wide adoption, with specific training developed for practitioners based on the commercial college.
- Verto development for project management of commercial activity and improved reporting.
- Social value project to be setup to deliver social value planned activities (including assessment social value).

Purpose of the Meeting

22. The Panel is asked to:

- consider and comment on the activities undertaken to date, and the priorities for the coming 12 months
- consider and comment on the actions outlined in the KPI delivery plan.

Supporting Information

Appendix 1 – KPI delivery plan – Commercial Services Strategy

Appendix 2 – Supplier categorisations

Appendix 3 – Terms of Reference for the Commercial Board

Contact Points for the Report

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Background Papers

Corporate Procurement Strategy 22-25 – as submitted to the November Scrutiny meeting

[All agendas and minutes are available on the Council's website here.](#)

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KPI	Where we are now:	Where we want to be:	Actions	By when
High level principle/ specific behaviour	Developing The Council is exploring the best approach to Elected Member engagement in procurement and commercial matters.	Leader Elected Member engagement is delivering better results across all procurement and commercial activity.	CMR contract portfolios have been established, with meetings to go in to diaries from April 2023. These will be in addition to platinum review meetings. A request has been made to democratic services to support. Category strategies to be made available on the intranet for Members to view from April 2023 Commercial awareness training and procurement training to be provided during 2023. Work with HR and OD has commenced on commercial awareness training.	Q1 23 Q1 23
	Developing The Council is exploring the best way for Elected Members to champion procurement and commercial matters.	Mature Procurement and commercial are within the portfolio of a Cabinet member, and wider cabinet and council members are fully engaged on contracts within their portfolio.	Specific commercial briefings to be scheduled from 23/24 FY as per the above.	Q1 23
Reporting	Developing Council is exploring better ways of informing Elected Members about procurement and commercial activities.	Leader Elected Members are performing their roles more effectively due to enhanced reporting arrangements.	Power BI dashboard to be made available to all elected members. Output from the commercial board to be made available to all elected members from April 2023 onwards.	Q1 23
Training & development	Minimum No formal training for Elected Members on procurement and commercial issues.	Leader Development programmes have resulted in better Elected Member engagement with procurement and better decisions.	Commercial awareness training and procurement training to be provided as per the above. Website to be updated to include "knowledge library" for procurement. Launch date 1st April 2023 (subject to final sign-off March 2023)	Q1 23
High level principle/ specific behaviour	Mature Senior Leaders engaged with procurement and commercial issues, routinely taking advice at key decision points.	Leader Council demonstrating better results from early procurement and commercial advice on projects.	Commercial Board CMR meetings	Complete Q1 23
		Leader Representation on corporate management team contributing to better strategic planning, coordination, and decision-making.	Commercial Board chaired by the chief executive, with representation of the CFO, Strategic Director for Commercial and Change, and Assistant Director for Transformation and Commercial	Complete
Mission and strategy	Developing Procurement strategy being reviewed and refreshed.	Mature Council has approved a procurement strategy aligned to corporate and service strategies.	New strategy developed and signed off, with metrics mapped to corporate plan. Service level performance KPIs also developed.	Complete
Processes	Mature Structured approach to project management clearly defining roles and responsibilities in relation to procurement and commercial advice.	Leader Demonstrably better outcomes from projects due to early procurement and commercial advice.	New procurement thresholds approved, allowing focus on strategic activities Commercial board established providing earlier engagement and input.	Complete Complete
			Improving position on our service level KPIs required. Refreshed Service Level KPIs have been developed.	Q1 23
Training & development	Minimum No formal training for senior leaders on procurement and commercial issues.	Mature Senior leader development programmes include procurement and commercial modules for all participants.	Develop commercial training for Members, Senior leaders and Officers, as well as practitioners. This should include generic training (commercial acumen), and specific training. Work has commenced with HR and OD Knowledge library (website) and general engagement should be sufficient.	Q2 23 Q1 23
		Developing Council acknowledges the business case for a cross-council approach to design and implementation of solutions and is seeking to encourage this	Mature Designing and implementing solutions as a single team in high value/high risk projects	Commercial board established Commercial management meeting reviews.
Culture	Developing Benefits of a change in culture recognised. Pilots challenging attitudes and behaviours	Mature Working as a single team is 'the way we do things here'	Member engagement meetings Corporate governance review - including refresh of the constitution Mandatory training for commercial practitioners, and included in induction.	Q1 23 Q2/3 23 Q2 23
			Move to category management business partnering approach.	Ongoing
Governance and processes	Mature The team approach is supported by: • corporate and service planning and budgeting processes • a structured approach to project management • effective governance arrangements.	Leader The team approach is supported by: • joint planning and budgeting processes • common approach to project management. • strong cross- organisation governance structures.	Member engagement meetings and chief exec engagement on commercial board. Commercial board established Forward plan development Category strategies finalised and aligned to operational strategy Finance and DLT engagement on commercial matters CSP commercial review	Q1 23 complete complete Q2 23 Ongoing Complete

Training & development	Minimum Training and development programmes do not cover partnership working.	Mature Training programmes cover 'soft skills' of partnership working as well as council processes.	Identify soft skills training courses for partnership working	Q3 23 Complete
High level principle/ specific behaviour	Minimum Firefighting. Ad hoc engagement with important suppliers, usually when there is a problem to be resolved.	Mature Delivering programme of engagement with strategic suppliers at council level.	Commercial board established Annual supplier deep dive reviews for platinum contracts	Ongoing from Q1 23 Q3 23
Data collection and analysis	Developing Council has partial data and intelligence on its suppliers and is developing criteria it will use to identify strategic suppliers.	Mature 1. Council routinely collects and analyses data and intelligence on supplier performance, cost, financial status, added social value and risk. 2. Council strategic suppliers identified according to agreed criteria. 3. Council has visibility of strategic supplier supply chains.	Develop Supplier Risk Matrix with assessment of all strategic suppliers underpinning the category strategies Power BI dashboard in development. Supplier risk scores to be captured Platinum contracts will have supply chains mapped. V.High risk contracts have supply chains mapped	Q3 23 Q4 23 Q3 23
Engagement of existing strategic suppliers	Minimum 1. Roles and responsibilities in relation to strategic suppliers not defined. 2. Engagement (when it happens) is firefighting in response to a crisis.	Mature 1. Roles and responsibilities allocated for monitoring and engaging strategic suppliers. 2. Engagement toolkit adopted. 3. Supply chain risk assessment carried out. 4. Programme of engagement to identify and realise opportunities for cost reduction, performance improvement, added social value, mitigation of risk and so on. 5. Improvement/cost reduction plans in place. Contingency planning where there is significant risk.	Suppliers categorised as platinum, gold, silver and bronze. Supplier management and review process being developed with categorisation based on gold, silver, bronze and platinum suppliers (categorisation complete) Category strategies developed with savings plans identified	Complete Q2 23 Q2 23
Early engagement with future strategic suppliers	Developing 1. Future information on forward plans published. 2. Experience of early market engagement on at least one council project.	Mature 1. Future needs signalled to the market using a variety of channels including publication of pipeline information and engagement events. 2. Normal practice to engage early with bidders on significant projects to encourage innovative solutions.	Evidenced across certain categories presently. New legislation for PIN notice equivalent, and publication of 2 year forward plan for contracts over £2m. Subject to legislative changes being published. Anticipated Q2 24 Forward plan needs to be developed Category process developed. This includes early market engagement requirement, and market shaping requirement at step 2 of 8	Q2 24 Complete Complete
High level principle/ specific behaviour	Developing Some high value/high profile acquisitions examined for creating commercial opportunities.	Leader Revenue generation and potential wealth creation is a standard part of all contract review meetings. Procurement staff are encouraged to enhance commercial skills and demonstrate commercial behaviours.	Commercial training. Supplier management review process Commercial board	Q1 23 Q2 23 complete
Forward planning	Developing Forward planning is undertaken in some areas and/or for some acquisition types. Opportunities to create new revenue streams is sometimes investigated in some departments and for some expenditure categories.	Leader Forward planning for contracts has developed to form an integral part of the organisation's budget setting and expenditure forecasting process. Procurement can contribute ideas for revenue generation in the forward planning process.	Category strategies with developed savings plans Engagement with the finance business partners	Q2 23 ongoing
Options appraisal (Make or Buy)	Developing Undertaken for high profile/high value projects and exercises. Evaluation criteria sometimes incorporating commercial and social considerations.	Leader Options appraisal includes seeking commercial opportunities and/ or collaborative contracting with others in the sector. Creation of new models for delivering services. Procurement viewed as an integral aspect of options appraisals.	New category process has make versus buy as step 1 Engagement with heads of procurement group and district procurement heads. Lead of West Mids heads of procurement group Commercial board	complete ongoing complete
Market and supplier research and analysis	Developing Undertaken when a new requirement is sought and/or where there have been problems on an earlier contract. Research sometimes includes looking for commercial opportunities or gaps in the market.	Leader Outcomes from market and supplier research are used to shape and determine the content and timing of the procurement process used. Outcomes are also used to contribute to the risk management process and options appraisal process. Procurement viewed as an integral aspect of market and supplier research and analysis.	Category strategies being developed for all areas of spend. Critical sourcing activity will include a bespoke sourcing strategy - template drafted and commercial board will define the need Adoption of the Verto solution will facilitate a more project management driven approach to sourcing, with identification and management of risks through out. Embedding Category process. This has supplier and market research and engagement upfront.	Q2 23 Q3 23 Q3 23 complete / ongoing
			Investigating sourcing data solutions, such as procurement leaders and beroe	ongoing. Q4 23

Tendering	<p>Mature Innovation is seen by the organisation as an important factor in the tendering process and scored at the evaluation stage.</p> <p>Tenders viewed as needing to have a legal/commercial balance are focused on attracting the best bids. Procurement is asked to contribute to the planning phase.</p>	<p>Innovator Tendering opportunities are focused on innovation and opportunities and done in conjunction with development partners to maximise market attractiveness.</p>	<p>Heads of procurement group - engagement and chair</p> <p>District procurement heads group</p> <p>Category expertise development - training plans to be developed based on commercial college</p>	<p>Complete</p> <p>Q3 23</p> <p>Q2 23</p>
Performance reporting	<p>Developing Performance reporting is undertaken and includes commercial and social benefits achieved as well as savings but restricted to specific procurement exercises and some departments.</p> <p>Summary reports are produced by Procurement for service heads on an annual basis.</p>	<p>Leader Performance reporting is seen as an integral part of the organisation's culture with reports on commercial and social benefits achieved included in a performance dashboard.</p> <p>An annual report for the Leadership team and potential delivery partners covering achievements and aspirations is published by the organisation. Procurement is viewed as an integral aspect of performance reporting and is viewed by the leadership as contributing to commercialism.</p>	<p>Power BI dashboard developed. Will include performance against social value KPIs</p> <p>Annual purchasing report to be produced for consideration by the Commercial Board. Chaired by Chief Exec</p>	<p>Q4 23</p> <p>Q4 23</p>
Post contract review	<p>Minimum Occasional post contract reviews undertaken but restricted to some departments and/ or categories of expenditure.</p> <p>Seen as something that is done after poor contract performance or contract failure.</p>	<p>Innovator Contract reviews and relationships are seen as a continuous process and fundamental to improved performance and the creation of new opportunities.</p> <p>Reviews are extended to sector partners so that supplier relationship management can be undertaken in partnership with multiple organisations.</p>	<p>New contract review and supplier relationship review processes developed.</p>	<p>Q2 23</p>
High level principle/ specific behaviour	<p>Developing Identified the need to change and improve. Basic policies, procedures, and systems in place.</p>	<p>Innovator Contract and relationship management recognised by the leadership team as being essential to driving ongoing improvement and better service outcomes.</p> <p>Systems, procedures, and staff delivering consistently high results.</p>	<p>Commercial Board developed</p>	<p>Complete</p>
Information storage and accessibility	<p>Developing Contracts register exists with some access possible, mainly viewing and searching capability.</p> <p>Data held is incomplete/ out of date, but efforts are being made to increase data quality and the percentage of third party spend listed on the register.</p>	<p>Leader Contracts Register is dynamic and fully accessible to all who need to use it.</p> <p>Information is always up-to-date with comprehensive, complete and accurate records on all contracts.</p> <p>Contracts register has action/renewal alerting capabilities for contract owners and managers and in-built Learning Management capability.</p>	<p>Systems review in progress. Likely to identify a need for new systems (current contract in place)</p>	<p>Q2 24</p>
Change control	<p>Developing A change control policy exists for capturing the details of any changes or variations made to some contracts.</p> <p>Standard documentation is available and used by some departments.</p>	<p>Leader All contract changes and variations processed through change control stored on the contracts register.</p> <p>Details shared online with contract managers, owners, and contractors.</p>	<p>Systems review in progress. Likely to identify a need for new systems</p>	<p>Q2 24</p>
Supplier financial distress	<p>Developing Structured approach to early engagement of suppliers in financial difficulties.</p>	<p>Innovator Implementing advanced approach to supplier financial distress extending beyond contract clauses.</p>	<p>Supplier in distress process being redeveloped. A structured approach is already in place for high-risk areas, such as social care and construction</p>	<p>Q4 23</p>
Savings & benefits delivery	<p>Developing A formal policy is in place for capturing savings and accruing benefits from contracts but is not uniformly implemented.</p>	<p>Innovator A proactive system is in place in partnership with contractors to review all contracts for potential savings, cost reductions and benefits realisation.</p> <p>Contractors work with the organisation on an ongoing basis to reduce costs and eliminate potential waste.</p>	<p>YOKOTEN assessments to be conducted across all Gold and Platinum contracts to identify savings</p> <p>Standard agenda item on all Gold and Platinum review meetings</p>	<p>Q4 23</p> <p>Q2 23</p>
Recognition and cultural acceptance	<p>Developing There is recognition by the organisation of Contract and Relationship management in some departments.</p> <p>Job roles are designated as contract manager and/or contain specific contract and management activity in their content description in some departments.</p>	<p>Leader Regular briefings and meetings are held to brief all staff involved in contract and relationship management on commercial, developments, new initiatives, and professional development.</p>	<p>Commercial board has agenda items covering these areas, with minutes and supporting documentation produced to be disseminated to the relevant teams.</p>	<p>Complete</p>

Skills & knowledge	Minimum Staff have limited access to any contract and relationship management skills and knowledge programmes.	Leader Contract and Relationship Management is acknowledged as a core competency across the organisation. Staff are invited to undergo advanced/ specialist training where contract management accounts for more than 20 per cent of their job role.	Commercial college has been adopted, and a training plan in development for all commercial officers	Q1 23
			Training plan recommendations to be established for non-commercial officers (foundation training only)	Q3 23
			New contract management toolkit has been drafted and will be finalised during 2023/24	Q2 23
High level principle/ specific behaviour:	Developing Good awareness of issues involved and potential threats with basic systems in place to manage should they occur.	Mature Taking a proactive approach to strategic risk management with all vulnerable areas identified and mitigating policies and plans in place.	New assessments of contract and supplier risk required.	Q4 23
			Supplier categorisation and commercial strategies will include an assessment of supplier risk, albeit this will need updating following the full reassessment in Q4.	Q2 23
Fraud and financial loss	Mature Systems in place to target both financial loss and fraud with a proactive approach to issues such as irregular transactions, duplicate payments, and fake creditors/invoices.	Leader Well defined systems in place targeting both financial loss and fraud. Active deployment and use of analytical software. Audit teams working closely with all departments to make this a priority.	Systems presently assessed as being inadequate. Working with financial colleagues to understand how this can be addressed. There has been no identified fraud to date, however system and process controls require improvement. Audits are undertaken periodically.	Ongoing. Ongoing
	Developing Aware of the risks and issues involved and attempting to identify where this may occur.	Innovator Full picture of all high-risk suppliers and contractors with supply chain vulnerabilities identified. Active management of, and reporting against, high risk suppliers and their supply chains.	As above; Supplier in distress process being revised. Suppliers and contracts being risk assessed.	Q3 23 Q4 23
Modern slavery (Legislation)	Developing Aware of the legislation and how it might manifest itself in supply chains.	Leader All contracts where modern slavery might occur are known. Agreed reporting measures and compliance checks agreed and implemented by appropriate contractors.	Modern slavery to be assessed as part of the Supplier Risk Assessment process	Q4 23 Q1 23
	Developing Aware of legislation and taking steps to ensure compliance.	Leader Pre-defined policy and process in place to identify contracts where data issues will occur reflected in standard Terms and Conditions. Good engagement with contractors.	Checklist to be developed with the IGT to allow easy identification of impacted contracts. Standard terms include GDOR conditions, and additional terms to be added to contracts where this is a high risk.	
External events (e.g., Ukraine/ Russia conflict)	Developing Keeping abreast with central government briefings and taking appropriate action, as and when required.	Leader Thorough understanding of the possible impact on all high value/risk contracts. Contingency plans in place in the event of contract failure.	For Gold and Platinum contracts, recovery and risk mitigation plans to be developed	Q4 23
High level principle/ specific behaviour:	Developing Compliant but only proactively seeking social value in a few key contracts only.	Leader Social value embedded into corporate strategy and have comprehensive frameworks for management and delivery.	Social value is now embedded in to the corporate procurement strategy	Complete
			New Social Value stipulations drafted for incorporation in to ITT (draft presently). Further work needs to be undertaken on how these can be incorporated without adding cost. Work to be undertaken with all service area leads (ADs) on how social value requirements can be included in contracts, and how social value can be leveraged. Small business concordat to be developed Social value charter to be refreshed Supplier social value awards to be developed.	Q4 23 / Q1 24 Q3 23 Q2 24 Q2 24 Q2 24
Policy and scope	Developing No specific policy in place. Only complies with the Act (i.e., services above UK procurement threshold).	Leader 1. Social value requirements applied procurements above & below UK thresholds. 2. Requirements are tailored to reflect size and scope of contract. 3. Social value embedded into all procurement routes where appropriate.	Social value assessment mechanisms and calculations to be agreed. As above	Q1 24

Internal management	Developing No senior officer given a direct reporting responsibility for social value.	Leader 1. Individual named officer(s) given responsibility for reporting to board/elected member, managing and delivering social value across procurement and commissioning. 2. Relevant officers are provided with social value training and resources to implement social value strategy.	Head of Commercial will undertake this role. A support officer within the Place category has been identified for operational delivery. Strategic Lead for Corporate will own a programme of work on this moving forward.	Q1 24
Measurement: Themes, outcomes, and measures (TOMs)	Developing Measuring some limited form of social value, e.g., SME spend.	Leader 1. Measure social value in both non-financial & financial terms against outcomes and themes. 2. Local TOMs (including values) updated on an annual basis with evidence and methodology to support. 3. Outcomes weighted systematically to council and local priorities (i.e., targeting).	As above	
Commissioning	Developing Some attention given in larger contracts to commissioning for social value.	Leader 1. Social value threaded through commissioning cycle. 2. All new contracts assessed before procurement for their potential contribution to social value objectives. 3. TOMs adjusted to against overall social value delivery strategy. 4. Social value is embedded within guidance, resources, templates.	To be addressed. Commissioning doesn't sit within the commercial team presently. In terms of "commissioning" as a activity with the commercial cycle, activities outlined above will address this.	Ongoing
Procurement	Developing 1. Social value is mentioned in tenders (where relevant) relating to services but no weightings or specific score allocated. 2. Tenderers asked for social value commitments to improve the economic, social, and environmental wellbeing of the relevant area.	Leader 1. Social value requirements included in all tenders (contracts and frameworks). 2. A specific scoring and weighting system in place of at least 10% of the total score. 3. Relevant 'Gateways and Checks' in place to ensure consistency in tenders. 4. Processes in place to ensure lessons learnt and feedback incorporated for continuous practice improvement including policy and toolkit development.	Actions above on criteria and incorporation in to contracts We include social value in all suitable contracts presently, with 10% weighting. Gateway processes developed through commercial board, with social value required to be outlined in all commercial papers submitting to board	Complete Complete
Market engagement and partnerships	Developing 1. Initial but ad hoc steps taken in market engagement around social value. 2. Some information is made available to suppliers to support their understanding of social value.	Leader 1. Regular 'supplier summits' held to build capacity & to get feedback. 2. Case studies and examples of innovation provided to illustrate the different levels/actions. 3. A market development plan forms part of the policy underpinning commissioning development and action plan. 4. A specific focus on upskilling of local micro, small, medium sized enterprises, business and VCSE organisations.	Supplier engagement sessions to be established Supplier accreditation process to be developed.	Q2 24 q3 24
Contract management	Developing Contracts not monitored in any coherent way for social value afterwards.	Leader 1. Performance reviews and regular feedback and action taken to ensure continuous improvements to social value implementation and delivery. 2. Processes in place to ensure lessons are learnt and feedback incorporated for continuous practice improvement, including benchmarking and case law. 3. Meetings regularly held with contractors to discuss delivery of social value.	Supplier and contract review process aligning to the supplier categorisation in development. Social value will be a standard agenda item, and will fall under performance management	Q2 23
Cross sector collaboration	Developing Limited collaboration through joint occasional contract with other public sector bodies held regarding social value.	Leader 1. Cross sector committee formed to develop and manage the delivery of joined up social value policies and shared TOMs. 2. Regular meetings and feedback sessions held. 3. Shared implementation plan.	WCC will chair the West Midlands Procurement group, where social value will be discussed at each meeting.	Q1 23
Reporting	Developing Limited or informal social value reporting and feedback only.	Leader 1. Regular feedback to cabinet/scrutiny committee on social value. 2. Annual reporting includes benchmarking and progress against targets.	CMRs will be updated on each contract within their portfolio. Scrutiny can be updated as desired	Q1 23 Ongoing

Governance and accountability	Developing Council/authority has met the requirements of the Act to 'consider' social value and this is minuted.	Leader 1. Cabinet member has direct oversight of social value performance. 2. Social value has been embedded into commissioning and procurement practice, tools, resources and processes with a ratified policy and toolkit that are published. 3. Social value implementation is underpinned by an overarching action plan. 4. Social value is measured and reported on regularly.	Approach to be agreed with each CMR. Other actions as above	Q2 23
High level principle/ specific behaviour:	Developing SME organisations are engaged in a few key contracts only.	Leader SME engagement is embedded into corporate strategy.	Improving position. This is embedded in the strategy, but the strategy now needs to be delivered.	Ongoing
Policy and scope	Developing 1. Commissioners have started to communicate what local needs are and the desired market outcomes. 2. No policy or strategy in place for addressing SMEs.	Leader 1. Commissioners engage regularly with SMEs, both on an individual basis and collectively to achieve desired market outcomes. 2. Support is provided to SMEs to understand how to respond to Council requirements. 3. Full policy or strategy in place to direct the organisation's engagement with SMEs.	Actions above	
Facilitating good relationships with SMEs	Developing Relationships between SMEs and other providers are not facilitated. It is not considered to be an area where intervention is needed or appropriate. As a result of this, there is an absence of consortia and networking in the locality.	Leader There is responsive willingness to facilitate relationships between SMEs and certain larger providers. Some of the benefits of this are being realised. As a result of this, SMEs have formed some partnerships with larger providers.	This is to be considered with the category strategies, with a particular focus on Place and People categories, construction and social care.	Q2 23
Commissioning	Developing 1. There is some knowledge of how SMEs' local expertise can add value and attempts are made to integrate them into the wider service provision. 2. A limited number of 'usual suspects' SMEs are invited to contribute to the commissioning process. There are some general engagement events and communication channels that they can feed into but response is low/knowledge of them is limited. 3. There is interest in SME partnership working but no lasting relationship has been established.	Leader 1. There is strong knowledge of the value SMEs bring in providing niche, localised services and actively integrate them into their service provision. 2. A wide variety of relevant SMEs are proactively invited to contribute to the commissioning process. There are some designated voluntary sector engagement events and specified communication channels. 3. Efforts are made to establish continuous partnership working with SME organisations.	This will develop as market knowledge improves through the category management approach. We will reassess this in 12 months to determine if the position has improved as a result of adopting category management, and embedding supplier management.	Q1 24
Market engagement and partnerships	Developing 1. There is knowledge of the SME landscape and the value they could bring to public services, but this is unevenly distributed across Council departments. 2. There is no point of contact for SMEs. They are assumed to understand the commissioning process and how to participate. 3. Communication materials rely on jargon and no dedicated support exists to make processes more accessible to SMEs.	Leader 1. Good understanding of the local SME landscape and their value exists. 2. There is a lead commissioning contact who takes some responsibility for facilitating SMEs' input into the commissioning process. 3. A conscious effort is made to clarify language and procedures related to the commissioning process. SMEs are fully aware of ways to feed in.	Not presently, but see above.	
Procurement	Developing 1. There is a prescriptive procedure for all procurement exercises and little awareness of how SMEs might engage. 2. There is engagement with a limited number of SMEs ahead of notices of tenders being published. However, there is little or no understanding of the capacity or capability of SMEs and processes are not adapted to their needs. 3. Dynamic purchasing systems (DPS) used by certain areas of the Council.	Leader 1. Processes have been adapted to ensure that SMEs are fully engaged from the outset. 2. There is proactive engagement with SMEs and relevant infrastructure bodies ahead of publishing a notice to tender. This gives SMEs sufficient time to galvanise resources to put together a bid and shape the service. 3. There is good understanding of the capacity and capability of SMEs. Where appropriate, after evaluating service specifications and contract sizes, processes are adapted to reflect this capability.	PPQ to be revised to simplify. Thresholds for participation to be reviewed and set at as low a level as reasonable Guidance material to be published for SMEs on how to completed tenders effectively. Requirements to be disaggregated where appropriate to allow SME engagement. This won't affect the commercial rules on value aggregation.	Q4 23 Complete Q3 23 Ongoing

Contract management	<p>Developing</p> <p>Some parts of the Council manage contracts with SMEs but this is not consistent.</p> <p>Contract management only relates to the prime contractor. There is no expectation on how subcontracting relationships with smaller SMEs should be conducted.</p>	<p>Leader</p> <p>Contract management processes encourage proactive engagement with SMEs in prime contractor supply chains.</p> <p>Regular meetings occur with SMEs that have council contracts where they are provided with feedback to enable them to improve and apply for other work.</p> <p>Whistleblowing procedures in place to enable SMEs in supply chains to highlight poor treatment by prime contractors.</p> <p>Full monitoring of prime contractor supply chains.</p>	The new contract management toolkit will include these requirements	Q3 23
Governance, accountability, and reporting	<p>Developing</p> <p>Some analysis of SME spend is captured but no actions are taken based on the information gathered.</p>	<p>Leader</p> <p>Targets are set for expenditure on SMEs and these are monitored and reported on at Officer level boards. Performance on engagement with SMEs by the council is reported to scrutiny committee on a regular basis. Prime contractors required to provide data on payment times to SMEs in supply chains and this information is reported to members. A balanced scorecard is used to assess the council's use of SMEs and treatment in supply chains.</p>	We monitor expenditure with local suppliers but we don't set targets presently. Work is being undertaken with a 3rd party in supplier insights, including SMEs. Aspirational targets (rather than formal targets) can then be established.	Q2 24
High level principle/ specific behaviour:	<p>Developing</p> <p>VCSE organisations are engaged in a few key contracts only.</p>	<p>Leader</p> <p>VCSE engagement is embedded into corporate strategy.</p>	To be reviewed with commissioning team. Likely to be incorporated in to the SME processes.	Q2 24
Policy and scope	<p>Developing</p> <p>1. There is no ongoing communication with the market regarding the local need, long- term strategies and desired outcomes. Small VCSEs are unaware of their role in responding to such needs.</p> <p>2. Services are commissioned to address current needs and have little or no focus on prevention and long-term needs of the community. VCSEs are not invited to inform service provision.</p>	<p>Leader</p> <p>1. Commissioners/procurers have informed the market what the local need is and the desired market outcomes. Small VCSEs can make efforts to collaborate with organisations to respond to local need.</p> <p>2. There is a good balance between addressing short-term needs and working with small VCSEs to establish the long-term priorities and needs of the community.</p>	As above	
Facilitating good relationships with VCSEs	<p>Developing</p> <p>Relationships between small VCSEs and other providers are not facilitated. It is not considered to be an area where intervention is needed or appropriate. As a result of this, there is an absence of consortia and networking in their locality.</p>	<p>Leader</p> <p>There is responsive willingness to facilitate relationships between small VCSEs and certain larger providers. Some of the benefits of this are being realised. As a result of this, Small VCSEs have formed some partnerships with larger providers via VCSE umbrella organisations where they exist.</p>	As above	
Measurement	<p>Developing</p> <p>There is no or little time given to the strategic evaluation and impact measurement of services. The perspective of small VCSEs and users is not sought.</p>	<p>Leader</p> <p>Commissioners/procurers often ask small VCSEs to aid them in the user feedback process, recognising their expertise in this area.</p>	As above	
Commissioning	<p>Developing</p> <p>1. There is no or little knowledge of the local expertise that small VCSEs can bring to public services and their ability to reach more marginalised parts of the community. Small VCSEs are not integrated into the wider service provision.</p> <p>2. There is no, or minimal, VCSE engagement throughout the commissioning process. There are no established communication channels or designated engagement events for small VCSEs.</p> <p>3. There is no partnership working or ongoing relationships.</p>	<p>Leader</p> <p>1. There is strong knowledge of the value small VCSEs bring in providing niche, localised services; they often draw upon their broad community outreach and actively integrate them into their service provision.</p> <p>2. A variety of relevant small VCSEs are proactively invited to contribute to co- design in the commissioning process. There are designated voluntary sector engagement events and specified communication channels.</p> <p>3. Efforts are made to establish continuous partnership working with VCSE organisations.</p>	As above	

<p>Market engagement and partnerships</p>	<p>Developing 1. There is little knowledge of the small VCSE landscape and the value they could bring to public services. 2. There is no point of contact for small VCSEs. They are assumed to understand the commissioning process and how to participate. 3. Communication materials rely on jargon and no dedicated support exists to make processes more accessible to small VCSEs.</p>	<p>Leader 1. Good understanding of the local small VCSE landscape and their value exists. 2. There is a lead commissioning contact who takes some responsibility for facilitating small VCSEs' input into the commissioning process. 3. A conscious effort is made to clarify language and procedures related to the commissioning process. Charities are aware of ways to feed in.</p>	<p>As above</p>	
<p>Procurement</p>	<p>Developing 1. There is a prescriptive procedure for all procurement exercises and little use of Dynamic Purchasing Systems (DPS) or flexibilities possible under the 'light touch' regime. 2. There is little to no prior engagement specifically aimed at small VCSEs ahead of notices of tenders being published. This is a major barrier in their ability to create a bid in time. 3. There is little to no understanding of the capacity and capability of small VCSEs and processes are not adapted to their capability. This excludes small VCSEs from the commissioning process.</p>	<p>Leader 1. The Light Touch Regime and the use of DPSs are taken advantage of in most cases. There are attempts to adapt processes to ensure that small VCSEs are fully engaged. 2. There is proactive engagement with small VCSEs and relevant infrastructure bodies ahead of publishing a notice to tender. This gives small VCSEs sufficient time to galvanise resources to put together a bid and shape the service. 3. There is some understanding of the capacity and capability of small VCSEs. In certain cases, after evaluating service specifications and contract sizes, processes are adapted to reflect this capability.</p>	<p>DPS are now used extensively, as is the light touch regime</p> <p>As above</p>	<p>Complete</p>
<p>Contract management</p>	<p>Developing Some contract management but this is not consistent across the organisation. Contract management structures only relate to the prime contractor. There is no expectation on how subcontracting relationships with smaller VCSEs should be conducted.</p>	<p>Leader Prime contractor relationships with VCSE organisations in their supply chain are taken into consideration when evaluating the large providers' contract performance. Whistleblowing procedures in place to enable VCSEs in supply chains to highlight poor treatment by prime contractors.</p>	<p>As above</p>	
<p>Governance, accountability, and reporting</p>	<p>Developing Some analysis of VCSE spend through procurement activity is captured but no actions are taken based on the information gathered.</p>	<p>Leader Targets are set for expenditure on VCSEs and these are monitored and reported on at officer level boards. These include spend on VCSE organisations by prime contractors. Performance on engagement with VCSEs by the council is reported to scrutiny committee on a regular basis. A balanced scorecard is used to assess a council's use of VCSEs and treatment in supply chains.</p>	<p>As above</p>	

WCC Commercial Team

Supplier Categorisations Summary Platinum and Gold Suppliers

March 2023



1 – Supplier Categorisation Guidance

Determining if a contract is Platinum, Gold, Silver or Bronze is not an exact science, and the professional discretion of the Category Lead and Operational Leads, and the opinions of Directors and CMRs will need to be taken in to account.

When determining the categorisation, we should give mind to:

- **Contract Value.** Is the contract of high value and would there be significant financial implications if the agreement was mismanaged, or if it goes wrong.
- **Legal and Statutory Impact.** Is the contract for a statutory service, or are the legislative implications for failure to provide the service/goods/works including implications for health and safety and risk to life and health.
- **Sector.** Is the contract within a sector that is prone to high risk of failure, risk of fraud or corruption, or benefits particularly from close contract management
- **Reputational Sensitivity –** Would a failure to deliver the goods/works/services have a particular reputational sensitivity. Are decisions made in relation to the contract politically or reputationally sensitive?
- **Alternative provision –** Is the contract difficult to change/reprocure/re-source. Is there are high technical or logistical cost of change? Can existing services or works be easily handed over to a new provider?

2 – Supplier Management Guidelines

Below are the expectations for the level of supplier and contract management to be undertaken depending on the categorisation of the supplier. These are not mandatory or fixed, and the Category Lead should use their discretion as to what level is required in each instance. Where existing governance exists, it may be appropriate to reduce the level of direct supplier management. Where none exists, or issues arise, it may be appropriate to increase the level at which the supplier is managed. It is important that the category lead can justify deviating from the below where they choose to.

- **Platinum –** Regular commercial and operational performance meetings, with monitored SLAs/KPIs. Attendance at quarterly Formal Contract Reviews by Strategic Directors and Assistant Directors. CMR optional.
- **Gold –** Regular commercial and operational performance meetings with monitored SLAs/KPIs. Attendance at 6 monthly Formal Contract Reviews by the Assistant Directors, with Strategic Directors optional.
- **Silver –** Periodic Commercial / operational performance reviews as determined appropriate. Minimum of one Formal Contract Review meeting per year, with Head of Commercial and Strategic Leads / Operational Leads. Assistant Directors optional. KPIs developed where appropriate, but some form of performance monitoring should be implemented.
- **Bronze –** Managed by exception, with operational management being the focus. Commercial management / intervention as required.

3 – Critical Suppliers - Platinum and Gold

The following suppliers have been categorised as Platinum and Gold. This list is updated periodically.

Supplier Name	Tiering	Total Net Amount
CRANSTOUN SERVICES LTD	Platinum	£4,285,911
DIMENSIONS PERSONALISED SUPPORT	Platinum	£5,145,237
HALCROW GROUP LTD	Platinum	£8,115,595
ALUN GRIFFITHS (CONTRACTORS) LTD	Platinum	£31,038,812
BROMSGROVE SCHOOLS SPV LTD	Platinum	£10,071,973
DIAMOND BUS LIMITED	Platinum	£3,996,692
FIRST MIDLAND RED BUSES LTD	Platinum	£3,672,634
HRFDS & WORCS HEALTH & CARE NHS TRUST	Platinum	£19,841,203
MERCIA WASTE	Platinum	£48,915,918
RINGWAY INFRASTRUCTURE SERVICES	Platinum	£47,908,945
SANCTUARY CARE PROPERTY (1) LTD	Platinum	£6,070,186
WEST MERCIA ENERGY	Platinum	£2,934,659
WLHC PROJECTCO LIMITED	Platinum	£5,593,501

Supplier Name	Tiering	Total Net Amount
AGINCARE UK LTD	Gold	£2,090,096
ALEXANDRA HOUSE CARE SERVICES LTD	Gold	£2,835,803
BOWOOD CARE HOMES LIMITED	Gold	£1,771,503
BRIGHT FUTURES CARE LIMITED	Gold	£2,397,766
CAPITA BUSINESS SERVICES LTD	Gold	£334,673
CARE UK COMMUNITY PARTNERSHIPS LTD	Gold	£2,414,370
CASA MIA	Gold	£1,867,024
ECLIPSE HOMECARE	Gold	£1,766,869
EDGEVIEW HOMES LTD	Gold	£1,828,931
GP HOMECARE LIMITED	Gold	£2,909,657
GRAHAM ASSET MANAGEMENT LTD.	Gold	£1,720,394
HOLMLEIGH (PIRTON) LTD.	Gold	£1,661,763
INCLUSION CARE LTD	Gold	£4,047,045
KEYS PCE LIMITED	Gold	£1,535,967
LIBERATA UK LIMITED	Gold	£975,623
LIFEWAYS COMMUNITY CARE LTD	Gold	£3,287,967
MATRIX SCM LIMITED	Gold	£9,537,787
MIDWAY SUPPORT SERVICES	Gold	£2,151,098
MINSTER CARE SERVICES LTD	Gold	£4,446,610
PRIORY FOSTERING SERVICES	Gold	£2,285,624

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Document Control

Commercial Board Terms of Reference	
Document Owner	Jonathan Fitzgerald-Guy, Assistant Director for Transformation and Commercial
Version	1.1
Date	28 September 2022

Amendment History

Version Number	Date	Reason for Amendment
1	20/9/22	First Draft for consideration
2	28/09/22	Amended First Draft

1. Purpose of the Commercial Board

The Commercial Board provides senior management oversight and direction on the Council's procurement, contract management and commercial activities.

The Board will consider and/or approve:

- Request to undertake procurement above threshold, including the proposed commercial approach to sourcing
- Request to extend or terminate contracts above threshold
- Contract performance and status reports for those contracts classified as Gold (or where requested), as well as supplier risk reports
- Procurement Strategies
- Negotiation strategies for Gold contracts where requested
- Variations to Contract Standing Orders and Procurement Code and Thresholds
- Procurement Pipeline and Forward Plan
- Exemptions and non-compliances
- Audit findings
- Commercial opportunities for income generation
- Legislative changes to procurement law
- Market reports (where deemed appropriate / requested)

2. Board Responsibilities

The Board will not be formally constituted; however, the board will be vested with the authority of the individual members, existing procurement policy and constitutional requirements. The board will consequently have authority to:

- Approval or reject requests to procure goods, works or services above threshold, noting that for any contract above £500,000, further approvals may also be required from Cabinet/Full Council.
- Approve, vary or reject the sourcing strategy/approach to securing the goods/works/services
- Approvals or reject requests to extend contracts (save always that extensions are provided for within the agreement)

- Approve Procurement Strategies

In addition to the approval’s governance, the board will:

- Provide advice and direction on sourcing and contracting activities
- Provide advice and guidance on negotiations or contractual disputes
- Provide advice and guidance on procurement legislation
- Provide advice and guidance on prevailing market conditions and their implications by category
- Provide advice and guidance on any policy changes, processes and system changes that pertain to the full life cycle of the Source to Pay, Supplier Risk, Performance and Relationship Management

3. Board Objectives

The objectives of the Board are to:

- Ensure best value is delivered from the Council’s spend with external organisations throughout the whole life cycle, giving due consideration to total cost and value of ownership / delivery
- Ensure that there is a consistent approach to procurement, contract management and commercial activity across the Council
- To ensure those responsible for third party spend are equipped to do so, with the provision of the right support and training to enable them to achieve the best commercial outcomes
- To ensure strategic contracts are well managed and that performance is scrutinised appropriately
- To provide transparency of procurement and commercial activity, and effective governance of the key commercial decisions

4. Membership

The Board will be chaired by the Chief Executive Officer and supported by the Strategic Director for Commercial and Change, the Assistant Director of Transformation and Commercial, and the Chief Financial Officer. There will be representation from the Council Directorates and corporate support services as per the below. The Board Representative for the respective directorates will be nominated by the Strategic Director for that Directorate.

The membership of the Board will commit to:

- Attending all Board meetings
- Being the representative of their respective Directorate or corporate support service
- Facilitating requests from the Board for information and Officer attendance from their Directorate or service team on specific agenda items
- In the event of an absence, a substitute should attend on a Board member’s behalf. This should only be done by exception

Role	Key Responsibilities
Chief Executive Officer	Chair of the Board (confirmed)
Strategic Director for Commercial and Change	Deputy Chair of the Board (confirmed)

Assistant Director for Transformation and Commercial	Representative for COACH directorate. Representative for Commercial. Responsible for producing the agenda and the forward plan for the Board. Advising the Board on commercial matters (confirmed)
Chief Financial Officer	Providing financial scrutiny and advice to the Board. Approving budgets. (to be confirmed)
Head of Commercial	Presenting non-category specific agenda items to the Board Advising the Board on commercial matters Performing the role of Board secretariate (confirmed)
Assistant Director for... TBC	Representing the E&I Directorate
Assistant Director for... TBC	Representing the People Directorate
Assistant Director for... TBC	Representing WCF
Head of commercial law	Representing Legal Team and providing advice on commercial agreements – (to be confirmed)
Strategic Category Lead – Corporate	Presenting commercial proposals. Providing category expertise – (Confirmed)
Strategic Category Lead – Place	Presenting commercial proposals. Providing category expertise – (Confirmed)
Strategic Category Lead – People, PH and WCF	Presenting commercial proposals. Providing category expertise (Confirmed)

In addition, the service area will nominate an operational lead to attend the board where a commercial proposal is forthcoming from their area. These will be delivered jointly with the respective category leads.

5. Meetings

The Board will meet monthly, and it is expected meetings will be two hours.

Where approved by either the Head of Commercial, or Assistant Director of Transformation and Commercial, papers may be considered outside of meetings by exception. These will require approval of the Chief Executive, Strategic Director for Commercial and Change and the Chief Financial Officer, with updates being made at the next board meeting.

6. Agenda Items

Agendas for meetings will be developed by the Head of Commercial using an ongoing forward plan. Standard agenda items are outlined below; however, it is anticipated a number will not require consideration on a monthly basis. A majority of the time is anticipated 6-8 items will be on the agenda.

1. Apologies
2. Declarations of interest
3. Approval of the minutes of the previous meeting
4. Overview of agenda and procurement approval requested.
5. Urgent Issues and matters for discussion
6. Procurement approvals consisting of:
 - Strategy approvals (Proc 1)
 - Approval to Procure (Proc 2)
 - Approval to Extend (Proc 3)
 - Approval to Award (Proc 4)
7. Contract Performance and Management Reports (Proc 5)
8. Exemptions and Non-Compliances
9. Operational updates including:
 - Legislative updates
 - Process and policy change requests
 - Market reports
10. Forward plan
11. Action Log
12. AOB

7. Governance

Agendas and minutes/key actions will be produced for each meeting and the progress of those actions considered at subsequent meetings. The Head of Commercial will act as the Board Secretariate, ensuring actions and decisions are recorded effectively.

8. Supporting Documentation

Standard document templates will be required to be completed for consideration by the Board as per the below:

- **Proc 1 – Commercial Category Strategy**
 - When: On initial draft and every 12 months
 - By whom: Strategic Category Lead
- **Proc 2 – Approval to Procure** (outlining procurement approach and timeframes)
 - When: Sufficiently in advance to allow relevant procurement activities to be considered, approved, and undertaken
 - By whom: Service Lead with support and approval of the Strategic Category Lead
- **Proc 3 – Approval to Extend**
 - When: Sufficiently in advance to allow relevant procurement activities to be considered, approved, and undertaken, including full re-procurement if extension proposals are rejected.
 - By whom: Service Lead with support and approval of the Strategic Category Lead
- **Proc 4 – Approval to Award (required by exception)**
 - When: By exception where requested by the board, or where the outcome deviates materially from the Proc 2 approval

- By whom: Service Lead with support and approval of the Strategic Category Lead
- **Proc 5 – Contract Performance and Management report**
 - When: Annual for Gold Contracts, or where requested by the Board.
 - By whom: Service Lead with support and approval of the Strategic Category Lead

9. Amendment

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by the Board.

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 28 MARCH 2023

INCOME GENERATION AT THE COUNCIL'S COUNTRYSIDE SITES

Summary

1. The Panel has requested an update on Worcestershire County Council's income generation opportunities at countryside sites.
2. The Cabinet Member with Responsibility for Communities, the Assistant Director of Communities, and the Countryside Greenspace, Gypsy and Traveller Service and Road Safety Education Manager have been invited to the meeting to update the Panel on activity.

Background

3. The Countryside Service has a long history of generating income. However, over many years its sources of income generation have diversified significantly; it is nationally one of the leading Countryside Services in using its resources and assets to generate income so 100% of its delivery budget is funded through generated finance or grants.
4. Sources of income fall into the following categories:
 - Tenancies at different properties: e.g. country park cafes (Waseley Hills and Worcester Woods Country Parks), Ranger's House (Waseley Hills), office space (Waseley Hills), pub car park (Hartlebury Common).
 - Income from hiring space: e.g. meeting room hire (Waseley Hills and Worcester Woods Country Parks), outside space on sites e.g. use of BBQ and space for activities such as military fitness, dog training, charity stalls, garden and parking licences, grazing licences.
 - Car parking charges (Waseley Hills Country Park).
 - Agri-environment grants (Waseley Hills Country Park, Worcester Woods Country Park, Hartlebury Common, St Wulstan's Nature Reserve).
 - England Woodland Creation grants (New Farm).
 - Management fee for Worcester City owned area of Nunnery Wood.
 - Renewable energy: e.g. Renewable Heat Incentive from woodchip boiler (Worcester Woods Country Park).
 - Sale of wood products e.g. firewood, memorial benches, Forest School products.
 - Hosting fee for Malvern Hills AONB staff team.
 - Public Health Ring Fenced grant for managing countryside sites for health and wellbeing, volunteer opportunities and managing Worcestershire Health Walks programme.

- Contracted services: e.g. management of sites for others (Worcestershire Parkway, Hill and Moor landfill site), conservation contracts (woodland management work for Wychavon DC, biodiversity mitigation works for Highways capital schemes, Roadside Verge Nature Reserve scheme management).
 - Professional services: e.g. Natural Flood Management project funded by Environment Agency, HLF funded Three Counties Traditional Orchards Project.
5. Income streams within the service are kept under regular review and some potential income streams have been explored and subsequently not progressed, either because they have not been considered to be cost effective (e.g. car park charges at smaller, or more remote sites) take-up has been limited, or it would create other site management issues (e.g. mobile catering units at picnic places which create a litter and management burden).
 6. Many of the Council's countryside sites are not appropriate for hiring out to third parties for events or activities because they have sensitive habitats (such as meadows, woodland, heathland), are protected sites (e.g. a Site of Special Scientific Interest), have a lack of appropriate infrastructure or they are too small (the majority of picnic places).

Impact of Covid on Income Generation

7. Covid-19 had a significant impact on income generation for the Countryside Service particularly in the year 2020/21 where £98,500 income was lost across the service, mainly as a result of rent reduction, service charge reduction, reduced meeting room hire etc.

Income generation at Worcester Woods Country Park

8. Worcester Woods Country Park is a flagship site within the countryside sites portfolio in Worcestershire, with approximately 800,000 visits per year. It is not possible to accurately record the number of visits due to the permeability of the countryside sites with multiple accesses by foot.
9. The Country Park generates over £100,000 annually through meeting room hire, outside space hire, café rent and recharges, sale of wood products, renewable energy and income from managing other sites. This income is generated through the areas outlined below.
10. **Formal long-term hire of outside space:** An informal arrangement has been in place for a number of years with activities for young children (e.g. bouncy castle, crazy golf, miniature railway) being provided on the Events Field at the Country Park by an external provider who contributes a proportion of income to the Country Park. This arrangement is under review and the Countryside Service is currently advertising the opportunity for a new provider to create a new attraction in spring 2023.
11. **Regular and one-off hire of outside space:** Many different groups use the Country Park for a variety of reasons. Commercial enterprises such as dog training and fitness classes are charged a fee for their use of the site and individuals and

groups can hire the BBQ area. A craft and plant fair were trialled last summer on the events field and organisations such as Severn Arts and re-enactment groups have been keen to make use of the Country Park as a venue. Hire of outside space generates approximately £12,000 per annum.

12. **Meeting room hire:** The community meeting rooms at the Country Park have been very popular since they were developed 15 years ago and demand has always been high from community groups, private companies and the County Council, but this has been impacted by Covid due to many formal meetings and training now being delivered virtually. Increasing meeting room hire charges and developing another meeting room may well now not be cost effective, but the existing rooms have come back into regular use from businesses and charity organisations. Room hire will generate between £15-20,000 in 2022/23.
13. **Sale of wood products:** Managing woodlands in a sustainable way is important for wildlife, climate change and sustainability. The traditional coppicing at the Country Park and the thinning of the canopy trees creates wood products such as materials for Forest Schools, firewood and timber that the Team turns into memorial benches, bridges and other site furniture, allowing income to be generated from sales, or budget to be saved by not having to purchase these. This is worth approximately £6,000 per annum.
14. **Contracted Services:** The Team based at the Country Park also manages County Hall Lakes on behalf of the Council's, Property Services Dept and an area of Nunnery Wood that is owned by Worcester City Council. It also manages other areas of land on behalf of different organisations and carries out habitat creation and management works on a contracted basis, which in 2021/2 generated nearly £50,000 in income.
15. **Agri-environment Grant:** The Country Park receives a small grant from Department for Environment, Food and Rural Affairs (DEFRA) for its sensitive management of the important habitats on site such as ancient woodland, hedgerows, traditional orchard and species rich meadows.
16. **Car Boot Sale:** For many years, until 2003, the County Council hosted a large car boot event at the Country Park. However, this was ceased due to concern from the police related to highway safety (inappropriate parking along the dual carriageway), concern from Trading Standards due to an inappropriate number of traders participating, and wear and tear on the site from large volumes of footfall and litter each week. Since that time, the team has diversified its income sources on site significantly, and a wider range of visitors and groups have been able to make use of the award-winning country park.

Future income opportunities

17. A future source of income for the Team could be available through new Environmental Land Management schemes (ELMs) that DEFRA will be rolling out in the next few years, which will replace the current agri-environment grants received.
18. In addition, the Environment Act brings in new Biodiversity Net Gain requirements for developers in the autumn of 2023, and the countryside sites have the potential to offer a 'habitat bank' to host biodiversity related projects that will require capital and

revenue funding from developers, providing an income to the team and the opportunity to enhance sites even further for biodiversity.

19. There may be further opportunities to build on the existing provision of contracted services, such as managing sites for external parties, delivering contracted services for others such as Highways and District Councils, and offering professional consultancy services if this does not impact on the core delivery of the team to manage its countryside sites to Green Flag standards.

Purpose of the Meeting

20. The Board is asked to:

- consider and comment on the Report about Income Generation at Councils Countryside sites; and
- determine whether any further information or scrutiny is required.

Specific Contact Points for this Report

Rachel Datlen, Countryside Greenspace, Gypsy and Traveller Service and Road Safety Education Manager: Telephone: 01905 844881 Email: rdatlen@worcstershire.gov.uk

Deborah Dale, Member Engagement Officer: Tel: 01905 846282 Email: ddale@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer, (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report:

All agendas and minutes are available on the website here [weblink to agendas and minutes](#)

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 28 MARCH 2023

RESIDENT ROADSHOWS

Summary

1. The Corporate and Communities Overview and Scrutiny Panel has requested an overview of the Council's Resident Roadshows and reinforce their purpose. It includes a summary of outcomes from the 2022 roadshows and the proposals for delivering Resident Roadshows for 2023.
2. The Cabinet Member with Responsibility for Corporate Services and Communication and the Strategic Director for Commercial and Change have been invited to the meeting.

Background

3. Worcestershire County Council (the Council) has delivered annual Resident Roadshows every year since 2010, except for 2020 and 2021 due to the Covid-19 pandemic.
4. Last year, seven key events were attended with a roadshow event held in every District within Worcestershire.
5. In addition to the face-to-face Resident Roadshows, a Digital Roadshow was available online for those who could not attend the events in person.
6. This included an overview short survey that was promoted in the traditional media and via the Council's social media channels.

Resident Roadshow Objectives

7. As in previous years, the main purpose of the roadshows has been to give Officers and Councillors the opportunity to talk face to face with local Worcestershire residents.
8. The Roadshows seek to raise awareness of the services that the Council provide, its plans, how it spends its budget and also to get feedback on any local or county wide issues.
9. The 2022 Roadshows had several key engagement elements:
 - To engage on the key objectives of the Corporate Plan 'Shaping Worcestershire's Future.'
 - To inform and discuss with residents the Council's budget and encourage feedback on current spending priorities, using a giant 'connect 4' game as an interactive tool.

- In line with the Council's Health and Wellbeing priority and wider objective to keep people living independently for longer, a key element was to promote the health benefits of taking regular exercise including a free exercise band and leaflet as a giveaway.
- To engage on and help to shape the new County Council website which launched in March 2023.
- To share information on Worcestershire Children First and promote fostering.

Information and Outcomes from the 2022 Resident Roadshows

10. A summary of events attended in 2022 is shown in the table below:

District	Event	Date (2022)
Redditch	Astwood Bank Festival	Saturday, 9 July
Wyre Forest	Far Forest Show	Saturday, 13 August
Worcester	Worcester Show	Sunday 14 August
Wychavon	Plum Festival	Sunday, 28 August
Wychavon	Saltfest	Saturday, 3 September
Malvern	Farmers Market	Saturday, 19 November
Bromsgrove	Market	Saturday, 3 December

11. A few facts from the 2022 Resident Roadshows are shown in the table below:

Roadshow Themes	Corporate Plan New website Budget Health Neighbourhoods
Number of face-to-face Conversations	1,046
People exposed to the WCC the Council's brand (face-to-face)	41,800
Total Social Media impressions	104,633
Total Social Media engagements	2497

12. The details of the 2022 resident roadshows are detailed in [Appendix 1](#)

Proposals for 2023 Resident Roadshows

13. It is proposed to run the Resident Roadshows again in 2023. The larger events work well and allow the Council to engage with a wide range of residents. Town centre events in Kidderminster and Redditch are also proposed this year in order to extend the range of residents we can engage with, as not all will be able to get to an event.

14. The Resident Roadshow schedule for 2023 being proposed is:

Wyre Forest:

Far Forest Show: 12 August
and
Town Centre Kidderminster

Malvern Hills:

Tenbury Show
Upton Town Centre

Wychavon:

Evesham River Festival: 8 July
or Saltfest: 1/2/3 September

Worcester:

Worcester Show: 13 August and
Town Centre

Redditch:

Hanbury Show: 1 July and
Town Centre Redditch

Bromsgrove:

Bromsgrove Carnival: 14/15 July

15. It is intended to use the same base equipment as these were all new for 2022 therefore the only additional costs for this year will be updates to the banners.

16. The themes, still to be finalised, are planned to be similar to 2022 with refreshed 2023 information. The proposed themes include:

- Corporate Plan achievements
- What services the Council provides.
- How the Council spends its budget – this year the focus will be on the gross figure in addition to the net council tax budget.
- How residents would spend the budget if they allocated spend.
- The Council as an employer of choice.
- County Highways Liaison Engineer on hand at each event to discuss local highway issues.

17. From the 'lessons learnt' log, it is proposed to have fewer banners than 2022 to ensure the pitch is less cluttered and more easily accessed, however we can increase the amount of printed material we hand out if required.

18. It is also proposed to further develop and promote the Digital Roadshows more in 2023, to increase participation

19. The costs for resourcing the Roadshows will be met, as in 2022, from the existing corporate communications budget and will be minimal this year as resources such as the survey have already been set up and supporting resources already purchased.

Purpose of the Meeting

20. The purpose of the meeting is to share information on past Worcestershire County Council Resident Roadshows and the intention to hold them again during 2023. Feedback and comment on the 2023 plans would be welcomed.

Specific Contact Points for this report

Joanna Dalton, Head of Communications and Engagement
Telephone: 01905846404
Email: jdalton@worcestershire.gov.uk

Deborah Dale, Member Engagement Officer, Telephone: 01905 846282

Email: ddale@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report.

[All agendas and minutes are available on the Council's website here.](#)

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 28 MARCH 2023

REFRESH OF THE SCRUTINY WORK PROGRAMME 2023/24

Summary

1. The Corporate and Communities Overview and Scrutiny Panel is asked to consider suggestions for its 2023/24 Work Programme prior to it being submitted to Council for approval.

Background

2. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny. The Panel routinely reviews its work programme at each meeting to consider which issues should be investigated as a priority.
3. In addition, on an annual basis, the rolling annual Work Programme for Overview and Scrutiny is approved by Council.

Scrutiny Work Programme 2023/24

4. The Scrutiny Work Programme for 2023/24 is now being refreshed. Panel Members and other stakeholders have been invited to suggest topics for future scrutiny.
5. Members are asked to consider the draft Work Programme and agree its priorities for 2023/24. Issues should be prioritised by using the scrutiny feasibility criteria agreed by OSPB.
6. The Overview and Scrutiny Performance Board will receive feedback on the HOSC's and Scrutiny Panels' discussions and agree the final Scrutiny Work Programme at its 27 April meeting. Council will be asked to agree the Work Programme at its meeting on 18 May.

Feasibility Criteria

7. The criteria (listed below) will help to determine the scrutiny programme. A topic does not need to meet all of these criteria to be scrutinised, but they are intended as a guide for prioritisation.
 - Is the issue a priority area for the Council?
 - Is it a key issue for local people?
 - Will it be practicable to implement the outcomes of the scrutiny?
 - Are improvements for local people likely?

- Does it examine a poor performing service?
- Will it result in improvements to the way the Council operates?
- Is it related to new Government guidance or legislation?

Remit of the Corporate and Communities Overview and Scrutiny Panel

8. The Corporate and Communities Overview and Scrutiny Panel is responsible for scrutiny of:
- Commissioning, contracts and commerce and ensuring the corporate commissioning cycle works well
 - Transformation
 - Finance
 - Localism and Communities
 - Organisation and employees

Dates of Future Meetings

- 8 June 2023
- 3 October 2023
- 23 November 2023

Purpose of the Meeting

9. The Panel is asked to consider the 2023 Work Programme and agree whether it would like to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

Supporting Information

Appendix 1 – Corporate and Communities Overview and Scrutiny Panel Work Programme 2023

Contact Points

Deborah Dale, Member Engagement Officer 01905 846282
Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) the following are the background papers relating to the subject matter of this report:

[Agenda for Overview and Scrutiny Performance Board 29 June 2022](#)

[Agenda for Council on 14 July 2022.](#)

All Agendas and Minutes are available on the Council's website [weblink to Agendas and Minutes](#)

SCRUTINY WORK PROGRAMME 2022/23

Corporate and Communities Overview and Scrutiny Panel

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
28 March 2023	Performance and In-Year Budget Monitoring (Q3 October – December 2022)		
	Procurement Service Strategy Delivery Plan	1 November 2022	
	'Have your Say' Public Roadshows		Suggested at Agenda Planning September 2022
	Countryside Parks and revenue opportunities		Agreed by OSPB 29 June 2022
	Refresh of the Scrutiny Work Programme 2023/24		
8 June 2023	Performance and In-Year Budget Monitoring (Q4 January-March 2023)		
	Power BI update	1 January 2023	
	Registration of Deaths within 5 days (including out of hours registration)		Suggested at agenda planning meeting 9 March 2023
3 October 2023	Performance Monitoring of Comments, Compliments and Complaints	21 September 2022	Agreed by Panel 24 September 2022
	The Council's Customer Contact Centre (including accessibility options)		Suggested at agenda planning meeting 9 March 2023
23 November 2023	Review of Museums, Arts and Culture Strategy 2023/24	1 November 2022	Agreed by Panel 1 November 2022
	Update on Procurement Strategy	1 November 2022	Agreed by Panel 1 November 2022

Possible future items			
TBC	<i>Libraries Unlocked</i>		<i>Suggested by Assistant Director for Communities Hannah Perrott for June Panel.</i>
TBC	Update on role of Here2Help		
TBC	Worcestershire One Public Estate		Agreed by Panel 14 February 2022
TBC	Electric Vehicle charging points on the County Council Estate		Agreed by Panel 14 February 2022
TBC	Council Communication	8 November 2021	Agreed by Panel 8 November 2021
TBC	West Mercia Energy Joint Committee Business Plan	17 January 2022	
Standing Items			
November/January	Budget Scrutiny		
	Annual update on the Council's energy purchasing arrangement via the West Mercia Energy Joint Committee including the Business Plan	17 January 2022	Agreed at October 2021 Overview and Scrutiny Performance Board
TBC	Councillors Divisional Funding Scheme	20 July 2021	
TBC	Worcestershire County Council Regulation of Investigatory Powers Act 2000 Policy (RIPA)		
TBC	Performance monitoring of comments, compliments and complaints	8 November 2021 20 July 2021 11 March 2021	

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